

# FISCAL YEAR 2019 COMPREHENSIVE BUDGET

June 2019



CMAP

# CMAP Board Members

## **Executive Committee**

Gerald Bennett, chair

Rita Athas, vice chair

Carolyn Schofield, vice chair

Al Larson, at-large member

Andrew Madigan, at-large member

John Noak, at-large member

## **City of Chicago Appointments**

Rita Athas, senior advisor, World Business Chicago

Frank Beal, senior executive, Civic Consulting Alliance

Janel Forde, chief operating officer, City of Chicago

Andrew Madigan, senior vice president, Mesirow Insurance Services

Martin Oberman, former 43<sup>rd</sup> ward alderman, City of Chicago

## **Cook County Appointments**

Gerald Bennett, mayor, Palos Hills (Southwest Cook)

Al Larson, president, Schaumburg (Northwest Cook)

Richard Reinbold, president, Village of Richton Park (South Cook)

Matthew Walsh, former trustee, Indian Head Park (West Cook)

Diane Williams, trustee, Village of Flossmoor, (Suburban Cook)

## **Collar County Appointments**

Matthew Brolley, president, Montgomery (Kane/Kendall)

Franco Coladipietro, president, Bloomingdale (DuPage)

John Noak, mayor, Romeoville (Will)

Carolyn Schofield, member, McHenry County Board (McHenry)

Terry Weppeler, mayor, Libertyville (Lake)

## **Non-Voting Members**

Sean McCarthy, director, Illinois Department of Commerce and Economic Opportunity  
(Governor's appointee)

Justine Sydello, deputy secretary, Illinois Department of Transportation, Office of the Secretary  
(Governor's appointee)

Leanne Redden, executive director, Regional Transportation Authority (MPO Policy  
Committee)

# Contents

<b>SECTION 1: OVERVIEW .....</b>	<b>3</b>
About CMAP .....	3
Budget Overview .....	5
<b>SECTION 2: BUDGET COMPONENTS .....</b>	<b>8</b>
Revenue .....	8
Budget and Work Program.....	12
<b>Local Planning Program.....</b>	<b>15</b>
<b>Policy Analysis and Development Program .....</b>	<b>29</b>
AREA 1: Regional Mobility .....	29
AREA 2: Regional Economy .....	34
AREA 3: CMAP/MPO Committee Support and Legislative Strategy .....	38
<b>Performance-Based Programming Program.....</b>	<b>42</b>
<b>Vision for the Northeastern Illinois Expressway System .....</b>	<b>48</b>
<b>Transportation Improvement Program (TIP).....</b>	<b>49</b>
<b>ON TO 2050 Development .....</b>	<b>55</b>
AREA 1: Plan Outreach and Communications.....	55
AREA 2: Final Plan Development .....	57
AREA 3: ON TO 2050 Implementation.....	59
<b>Research and Analysis Program.....</b>	<b>62</b>
<b>Communications and Outreach Program .....</b>	<b>69</b>
<b>Information Technology Management Program .....</b>	<b>79</b>
Finance and Administration Program .....	85
AREA 1: Finance and Procurement Program .....	85
AREA 2: Human Resources and Administration Program .....	87
<b>APPENDIX A: LOCAL DUES STRUCTURE.....</b>	<b>93</b>
<b>APPENDIX B: CATEGORY AND LINE ITEM DEFINITIONS.....</b>	<b>102</b>

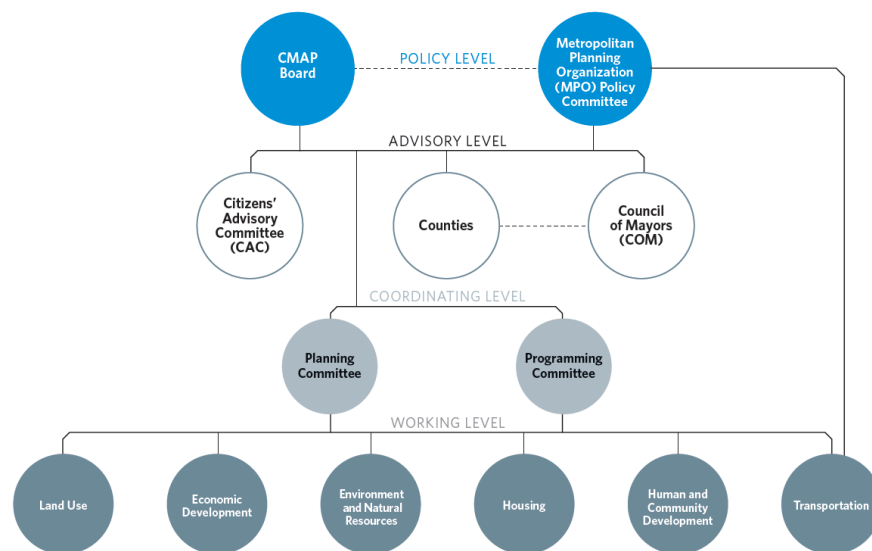
# SECTION 1: OVERVIEW

This document is the Chicago Metropolitan Agency for Planning (CMAP) comprehensive activity document for Fiscal Year 2019. The budget and work plan reflect the agency's activities and outcomes for FY 2019, with details of projects, staff, products and key dates, and anticipated contracts.

## About CMAP

The Chicago Metropolitan Agency for Planning (CMAP) is the regional planning organization for the northeastern Illinois counties of Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will. CMAP developed and leads the implementation of the [GO TO 2040](#) comprehensive regional plan. The agency and its partners are now developing ON TO 2050, the new comprehensive plan slated for adoption in October 2018, to establish coordinated strategies that help the region's 284 communities address transportation, housing, economic development, open space, the environment, and other quality-of-life issues. It will improve and add to the recommendations in GO TO 2040 and provide implementable action items surrounding three principles: Inclusive Growth, Resilience, and Prioritized Investment.

CMAP operates under authorizing legislation known as the Regional Planning Act (Public Act 095-0677). The Board's membership has balanced representation from across Cook, DuPage, Kane, Kendall, Lake, McHenry, and Will counties. The CMAP planning area also includes Aux Sable Township in Grundy County and Sandwich and Somonauk townships in DeKalb County. Gerald Bennett, mayor of Palos Hills, chairs the CMAP Board. Policy, advisory, coordinating, and working committees play integral roles in the agency's planning processes.



October 20, 2016



Joseph C. Szabo is the executive director of CMAP. The proposed FY 2019 budget reflects total staffing of 107 full-time positions, an increase of 2.5 full-time positions from FY 2018. Due to the State's new Grant Accountability and Transparency Act (GATA) requirements, a part-time position is converted to a full-time position for the Finance division to hire an Accountant to provide support in the administration of these new requirements. To meet growing responsibilities required under the FAST ACT, a full-time position is added to the Programming division to hire a licensed Professional Engineer to assist the Agency and its partners in further assessing regional transportation projects, and a full-time position is added to the Research and Analysis division to provide management oversight and additional analytical support. Funding sources for CMAP positions include the Unified Work Program (UWP), Illinois Environmental Protection Agency, Cook County Community Development Block Grant, and Chicago Community Trust grants.

CMAP provides internships to qualified graduate students in urban and regional planning and related fields. Interns have come to CMAP from various schools including the University of Illinois at Chicago, University of Michigan, Boston University, DePaul University, Northern Michigan University, Carthage College, MIT, University of California, Berkley, and Chicago State University. The program gives students valuable workplace experience while supporting the agency's comprehensive planning activities. CMAP also administers the Phillip D. Peters Fellowship, which supports one fellow annually. In FY 2019, Northwestern University will sponsor a yearlong fellowship at CMAP.

CMAP staff members are classified based on their levels of responsibility, with a compensation structure informed by comparable market data and the Chicago-Gary-Kenosha Consumer Price Indexes (CPI). Employees are evaluated on an annual basis and may be eligible for merit increases.

Employees receive a competitive benefits package that includes a retirement program, Social Security, Medicare, and insurance for health, dental, and life. Apart from a handful of former State of Illinois employees who took the option to remain part of the State Employees' Retirement System (SERS), all other eligible CMAP employees must participate in the Illinois Municipal Retirement Fund (IMRF). In FY 2018, the benefits package was 32.53 percent of salary; in FY 2019, the amount will decrease to 32.47 percent of salary. The required CMAP retirement contribution to SERS for FY 2019 is proposed to decrease from 54.01 percent to 51.61 percent and the IMRF contribution for FY 2019 will decrease from 7.34 percent to 4.51 percent.



# Budget Overview

**TABLE 1: CMAP CORE ACTIVITIES**

	Approved FY 2017	Approved FY 2018	Proposed FY 2019
<b>OPERATIONS</b>			
<b>REVENUES</b>			
Federal	13,426,594	13,803,956	13,653,505
State	3,302,849	3,355,039	3,362,467
Other Public Agencies	246,800	340,000	321,500
Foundations and Non-Public Agencies	179,000	184,900	200,000
Local Contributions	887,486	887,486	887,486
Expressway Project	0	2,000,000	0
General Fund	0	2,700	0
Reimbursements	35,000	35,000	35,000
Product Sales, Fees & Interest	10,000	12,500	17,200
<b>TOTAL</b>	<b>18,087,729</b>	<b>20,621,581</b>	<b>18,477,158</b>
<b>EXPENDITURES</b>			
Personnel	11,265,111	11,647,765	11,929,805
Commodities	511,400	483,500	504,895
Operating Expenses	395,631	392,500	695,330
Occupancy Expenses	1,727,058	1,788,380	1,892,880
Contractual Services	3,143,500	5,924,250	2,502,062
General Fund	0	0	783,355
Capital Outlay	150,000	150,000	12,500
<b>TOTAL</b>	<b>17,192,700</b>	<b>20,386,395</b>	<b>18,320,827</b>
<b>NON-OPERATIONS, (REVENUE AND EXPENDITURES)</b>			
Pass Through Grants	4,001,270	3,872,270	4,615,434
In-Kind Service	1,208,519	1,089,269	1,006,282

CMAP continues to remain optimistic that as the FY 2019 budget is prepared, a State budget will be passed for Fiscal Year 2019. Therefore, CMAP has included in its FY 2019 Budget its expected State match of \$3,362,467. Should the FY 2019 State budget not be passed in a timely manner, CMAP will implement a similar strategy used during the FY 2016 Budget impasse to remain solvent. This strategy would include the use of local dues, Toll Credits and the ability to become direct recipient of federal funds from the US Department of Transportation (U.S.



DOT). This will allow CMAP to remain solvent until a State budget or stopgap State budget is passed.

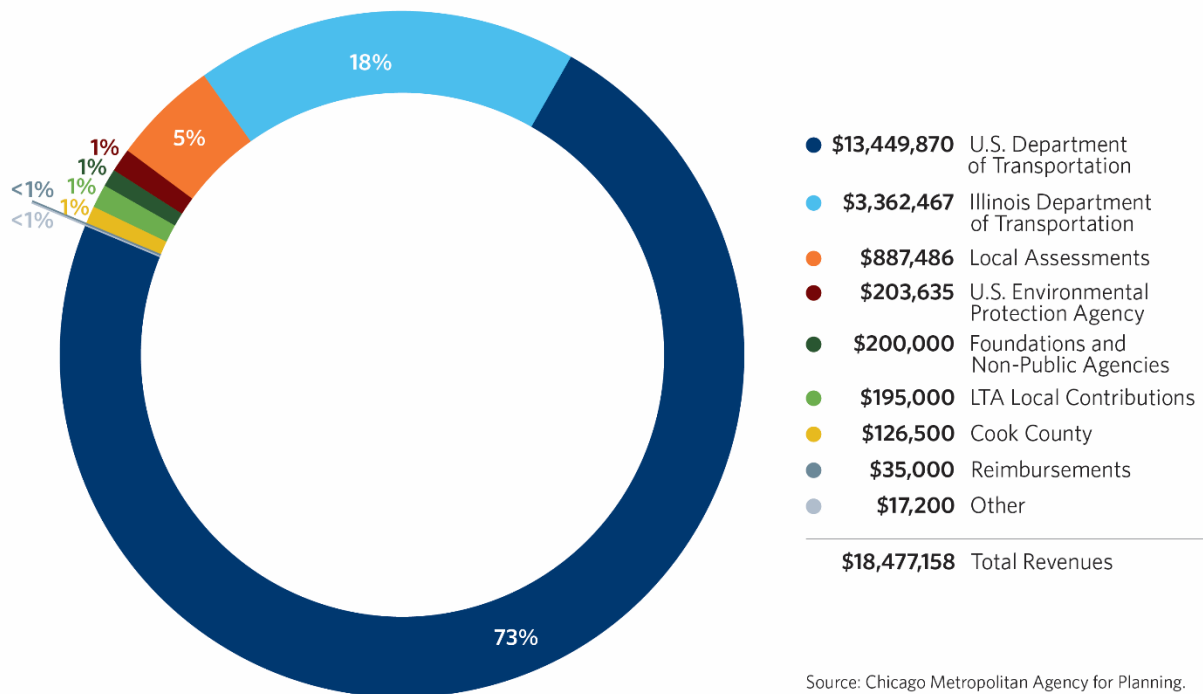
Critical to CMAP operations are the local dues. Maintaining a local dues contribution is necessary to satisfy the deficiency cited by the U.S. DOT in its 2014 certification review of CMAP. In December 2017, CMAP underwent its quadrennial certification review with U.S. DOT. As cited in 2014, it was noted by U.S. DOT during CMAP's meeting that local dues were to remain a critical component to CMAP remaining solvent, and mitigating operational risk against the potential of any funding uncertainties. Based upon informal U.S. DOT guidance, CMAP will retain local dues in reserve equivalent to one full fiscal year's State match (U.S. DOT advised that other MPOs keep a full fiscal year's worth of funding in reserve, which would be infeasible for an agency the size of CMAP). U.S. DOT noted that it is critical for CMAP to remain operational, so access to federal transportation funding for the region would not be significantly impacted, and collecting local dues minimizes this potential outcome. Once CMAP has met its reserve requirements, the Agency proposes to use any remaining funding — in the fiscal year following the collection of dues — on programs or projects that directly benefit the communities in the region.

Through the commitment of our municipal, county, and transportation partners to our efforts, CMAP collected 99 percent or approximately \$875,000 in local dues for FY 2017 and FY 2018. As with FY 2018, in FY 2019 local dues were scheduled to increase to \$1,479,528. However, because of successful collection efforts and other funding strategies CMAP could employ using Toll Credits and becoming a direct recipient with the U.S. DOT for federal funds should a State budget not be passed, CMAP is proposing in its FY 2019 Budget to keep local dues at the FY 2017 and FY 2018 levels of \$887,486. This would result in a \$592,042 credit to dues paying partners.

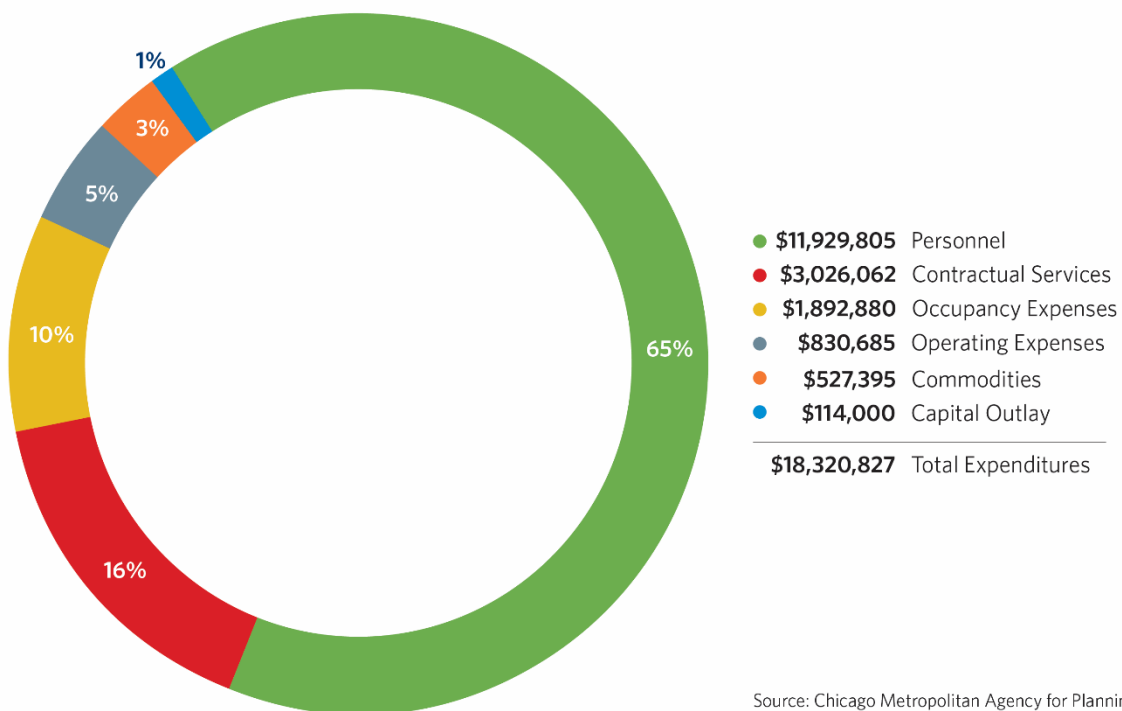
Chart 1 reflects the percentage of the core operations revenue for each source, and Chart 2 reflects the percentage of expenditures from each category for FY 2019. The charts do not include the non-operations activity. Highlights of increases and decreases in the FY 2019 Budget include an increase of 2% under Personnel expenses for the addition of 2.5 full time employees as detailed in the previous section. The FY 2019 Budget also reflect increases of 9% under Commodities expenses and 112% under Operating expenses for activities primarily related to the launch of ON TO 2050. The 6% increase under Occupancy expenses are standard increases outlined in CMAP's lease for rents, real estate taxes, common areas expenses and utilities. Most notable is a decrease of 49% under Contractual Services reflecting a reduction in use of consulting services for the agency for FY 2019, mainly due to the expected completion of the Expressway Vision project in FY 2019.



**CHART 1: REVENUE FOR CORE ACTIVITIES, PROPOSED FY 2019**



**CHART 2: EXPENSES FOR CORE ACTIVITIES, PROPOSED FY 2019**





# SECTION 2: BUDGET COMPONENTS

## Revenue

CMAP derives its primary funding from the Unified Work Program (UWP) that supports transportation planning in northeastern Illinois, with metropolitan planning funds from the Federal Highway Administration (FHWA), the Federal Transit Administration (FTA), and state and local sources. Federal dollars require a 20-percent local match, which has been provided since 2011 by the Illinois Department of Transportation (IDOT). The revenues identified from the FY 2019 UWP funds were approved by the UWP Committee, Transportation Committee, Programming Committee, MPO Committee, and the CMAP Board.

It is anticipated that the Governor's FY 2019 budget will provide \$3.5 million in state transportation funds for CMAP's local match. The UWP funds are allocated for operating activities and contractual services. IDOT requires the operating funds (3-C Operations Grant) to be expended during the fiscal year (July 1, 2018 to June 30, 2019) and the competitive funds (3-C Competitive Grant) for projects selected by a competitive process be expended over a five-year period (July 1, 2018 to June 30, 2023).

This year's competitive funds of approximately \$1,205,046 in federal funds was an increase of \$357,046 over FY 2018 and was awarded to CMAP/RTA, CDOT, CTA and Metra. In an unprecedented year for the UWP Committee, CMAP and RTA collectively reallocated \$134,000 of their core funding to Cook County, and CTA and Metra competitive projects to ensure that there was adequate funding to complete these very important projects. RTA citing that this reduction to their program could potentially be covered by other funding sources, and CMAP citing that savings achieved through its hiring cycle could potentially offset this reduction.

The increase in the FY 2019 competitive funding was also made possible by CMAP shifting approximately \$783,355 of its operational expenses from the UWP funds to FY 2018 collected local dues, an approved use by the CMAP Board in 2016. As noted above, CMAP proposes an expanded use of the local dues to include program funding on uses that support local communities ability to implement, build capacity, greater access to tools and information for decision making, and other related activities that achieves the goals and objectives of GO TO 2040 and ON TO 2050.

Other revenue is received from the U.S. Environmental Protection Agency (EPA) as pass through funding from the Illinois Environmental Protection Agency (IEPA) for water quality management, watershed planning, and other related projects. Funds not expended during the grant period revert to the funding agency.

Other sources of revenue include grants from Cook County thorough the Community Development Block Grant Disaster Recovery (CDBG-DR) program to support CMAP's resilience efforts and grants with the Chicago Community Trust to support non-transportation



initiatives. CMAP will continue to pursue other grants to support implementation of ON TO 2050, although a grant will not be reflected in the budget until it is awarded and obligated.

Table 2 reflects the revenue expected to be received during the fiscal year. Some of the revenue is received prior to expenditure; for example, the foundations normally transfer funds at the time of the award even though the expenditures could be in future fiscal years. Other expenditures are on a reimbursable program; the federal revenue is not received until the expenditure has been made. The majority of the revenue is from reimbursement grants. The non-operations revenue represents the funds (primarily federal) passed through to other organizations and the in-kind match provided by those organizations. Examples would be the UWP Council of Mayors program and the transportation agency UWP projects. CMAP, as the Metropolitan Planning Organization (MPO), administers all the FY 2019 UWP contracts for the planning projects of the mass transit agencies and other government agencies.

**TABLE 2: REVENUE DETAIL, CMAP CORE ACTIVITIES**

	Approved FY 2017	Approved FY 2018	Proposed FY 2019
<b>OPERATIONS</b>			
<b>FEDERAL</b>			
<u>U.S. Environmental Protection Agency</u>			
Grant through IEPA			
IEPA Water Quality Mgt.	87,500	166,700	79,635
IEPA VLMP	47,100	0	0
IEPA Mill Creek North Watershed Plan	0	93,000	124,000
IEPA Lower Salt Plan	144,000	48,300	0
<b>Total</b>	<b>278,600</b>	<b>308,000</b>	<b>203,635</b>
<u>U.S. Department of Commerce</u>			
NOAA	44,600	75,800	0
<b>Total</b>	<b>44,600</b>	<b>75,800</b>	<b>0</b>
<u>U.S. Department of Transportation</u>			
Grant through IDOT			
UWP - Operating	12,315,394	12,980,156	13,449,870
UWP - Contracts	788,000	440,000	0
<b>Total</b>	<b>13,103,394</b>	<b>13,420,156</b>	<b>13,449,870</b>
<b>TOTAL</b>	<b>13,426,594</b>	<b>13,803,956</b>	<b>13,653,505</b>



<b>STATE</b>			
<u>Illinois Department of Transportation</u>			
IDOT	3,275,849	3,355,039	3,362,467
<u>Illinois Attorney General</u>			
IAG	27,000	0	0
<b>TOTAL</b>	<b>3,302,849</b>	<b>3,355,039</b>	<b>3,362,467</b>
<b>OTHER PUBLIC AGENCIES</b>			
Cook County	246,800	125,000	126,500
LTA Local Contributions	0	215,000	195,000
<b>TOTAL</b>	<b>246,800</b>	<b>340,000</b>	<b>321,500</b>
<b>FOUNDATIONS AND NON-PUBLIC AGENCIES</b>			
MacArthur Foundation	61,500	0	0
Chicago Community Trust	117,500	184,900	200,000
<b>TOTAL</b>	<b>179,000</b>	<b>184,900</b>	<b>200,000</b>
<b>LOCAL ASSESSMENTS</b>	<b>887,486</b>	<b>887,486</b>	<b>887,486</b>
<b>REIMBURSEMENTS</b>			
Metropolitan Mayor's Caucus	35,000	35,000	35,000
<b>TOTAL</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
<b>PRODUCT SALES, FEES AND INTEREST</b>			
ArcView Training	5,000	5,000	5,000
Interest Income	500	5,000	7,200
Facility Planning Area Fees	2,000	0	0
Conference and Sponsors	500	500	500
Miscellaneous	2,000	2,000	4,500
<b>TOTAL</b>	<b>10,000</b>	<b>12,500</b>	<b>17,200</b>
<b>Expressway Project</b>	<b>0</b>	<b>2,000,000</b>	<b>0</b>
<b>General Fund</b>	<b>0</b>	<b>2,700</b>	<b>0</b>
<b>TOTAL REVENUES</b>	<b>18,087,729</b>	<b>20,621,581</b>	<b>18,477,158</b>



NON-OPERATIONS			
PASS THROUGH			
UWP - Council of Mayors	1,384,270	1,384,270	1,467,326
UWP - CTA	1,040,000	400,000	746,800
UWP - City of Chicago	857,000	860,000	797,000
UWP - Metra	320,000	320,000	638,000
UWP - Pace	120,000	320,000	126,000
UWP - RTA	80,000	80,000	0
UWP - Lake County	200,000	0	0
UWP - Cook/DuPage Corridor	0	0	0
UWP - DuPage County	0	0	0
UWP - Kane County	0	0	0
UWP - McHenry County	0	160,000	0
UWP - Will County	0	0	0
UWP - Cook County	0	0	250,000
CMAP - Local Planning Grants	0	348,000	590,308
<b>TOTAL</b>	<b>4,001,270</b>	<b>3,872,270</b>	<b>4,615,434</b>
IN-KIND SERVICE			
UWP - Council of Mayors	554,269	554,269	366,832
UWP - CTA	260,000	100,000	186,700
UWP - City of Chicago	214,250	215,000	199,250
UWP - Metra	80,000	80,000	159,500
UWP - Pace	30,000	80,000	31,500
UWP - RTA	20,000	20,000	0
UWP - Lake County	50,000	0	0
UWP - Cook/DuPage Corridor	0	0	0
UWP - DuPage County	0	0	0
UWP - Kane County	0	0	0
UWP - McHenry County	0	40,000	0
UWP - Will County	0	0	0
UWP - Cook County	0	0	62,500
<b>TOTAL</b>	<b>1,208,519</b>	<b>1,089,269</b>	<b>1,006,282</b>



# Budget and Work Program

Table 3 reflects, line item by line item, the operations budget for FY 2019. A description of the line items is in Appendix B. This table reflects only the core operations.

**TABLE 3: EXPENSE DETAIL, CMAP CORE ACTIVITIES**

	Approved FY 2017	Approved FY 2018	Proposed FY 2019
<b>PERSONNEL</b>			
Salaries	8,127,349	8,553,895	8,778,600
Retirement	972,519	942,100	946,400
FICA	482,534	508,800	523,400
Medicare	118,095	123,700	127,100
Health/Dental	1,224,614	1,179,270	1,253,200
Life	55,000	55,000	55,000
Education Reimbursement	40,000	40,000	21,500
Other Benefits	50,000	50,000	50,000
Interns	195,000	195,000	174,605
<b>TOTAL</b>	<b>11,265,112</b>	<b>11,647,765</b>	<b>11,929,805</b>
<b>Authorized Personnel</b>			
	<b>104.5</b>	<b>104.5</b>	<b>107.0</b>
<b>COMMODITIES</b>			
General Supplies	20,000	25,000	20,000
Publications	5,400	4,500	16,600
Software - Small Value	20,000	15,000	25,515
Equipment - Small Value	23,000	8,500	39,100
Furniture - Small Value	3,000	2,500	2,500
Data Acquisition	400,000	400,000	377,430
Office Supplies	20,000	15,000	29,750
Copy Room Supplies	20,000	13,000	16,500
<b>TOTAL</b>	<b>511,400</b>	<b>483,500</b>	<b>527,395</b>
<b>OPERATING EXPENSES</b>			
Workers' Compensation Insurance	28,000	28,000	25,000
Unemployment Compensation	30,000	20,000	20,000
Staff Assoc. Membership	10,050	13,250	19,550
CMAP Assoc. Membership	25,700	20,000	67,000
Postage/Postal Services	27,200	13,200	16,470
Storage	5,000	5,500	9,160
Miscellaneous	14,500	6,500	5,000
Meeting Expenses	7,000	15,000	80,100
Recruitment Expenses	3,000	10,000	10,000



General Insurance	38,000	40,000	45,000
Legal Services	10,000	20,000	117,500
Printing Services	17,781	27,450	105,305
Bank Service Fees	3,000	7,500	8,000
Conference Registrations	23,700	16,500	32,175
Training	35,600	74,600	140,300
Travel Expenses	117,100	75,000	130,125
<b>TOTAL</b>	<b>395,631</b>	<b>392,500</b>	<b>830,685</b>
<b>OCCUPANCY EXPENSES</b>			
Office Maintenance	12,000	17,500	17,000
Rent	1,610,000	1,625,000	1,736,200
Telecommunications	45,000	75,000	64,400
Utilities	60,000	65,000	69,400
Willis Tower Parking	0	5,880	5,880
<b>TOTAL</b>	<b>1,727,000</b>	<b>1,788,380</b>	<b>1,892,880</b>
<b>CONTRACTUAL SERVICES</b>			
Audit Services	40,000	40,000	40,000
Office Equipment Leases	2,000	8,000	8,000
Software Maintenance/Licenses	395,000	395,000	405,340
Fiscal Mgt. Maintenance/Licenses	45,000	50,000	0
Professional Services	565,000	665,000	901,492
Consulting Services	1,946,500	4,676,250	1,453,070
Office Equipment Maintenance	130,000	70,000	183,404
Co-Location Hosting Services	20,000	20,000	34,756
<b>TOTAL</b>	<b>3,143,500</b>	<b>5,924,250</b>	<b>3,026,062</b>
<b>CAPITAL OUTLAY</b>			
Equipment - Capital	100,000	100,000	114,000
Software - Capital	50,000	50,000	0
<b>TOTAL</b>	<b>150,000</b>	<b>150,000</b>	<b>114,000</b>
<b>TOTAL OPERATING FUNDS</b>	<b>17,192,643</b>	<b>20,386,395</b>	<b>18,320,827</b>
<b>LOCAL PLANNING GRANTS</b>			
Community Planning Grant Match	0	348,000	590,308
<b>TOTAL</b>	<b>0</b>	<b>348,000</b>	<b>590,308</b>
<b>TOTAL EXPENSES</b>	<b>17,192,643</b>	<b>20,734,395</b>	<b>18,911,135</b>



# ON TO 2050 Implementation Campaigns

**Project Managers:** Tom Garritano, Stephane Phifer, Jesse Elam, Angela Manning-Hardimon, Melissa Porter

**Team:** All CMAP staff

CMAP's work plan priorities will transition from ON TO 2050 development to implementation mid FY 2019. The three ON TO 2050 principles of Inclusive Growth, Prioritized Investment, and Resilience are well-suited for organizing implementation efforts. We envision an over-arching approach with three campaigns for implementing the principles. The Deputy Executive Directors and the Chief of Staff will be responsible for oversight because each division will play an important role to ensure the campaigns are successful.

Each campaign will have defined goals. We will mark progress with successes along the way to achieving long-term goals. We do not expect that there will be an end goal of achieving Inclusive Growth, Prioritized Investment, or Resilience; rather, there will be several actions, tasks, strategies, and efforts that will support each principle campaign.

For example, many items in the work plan below will support the campaigns, such as efforts to adopt Regional Revenues, enhance Municipal Capacity, and improve Stormwater Planning. The initial task under the ON TO 2050 Implementation Campaigns will be to clearly define which plan recommendations, strategies, and work plan items will be priority items to support the three campaigns. After that, the campaign project managers will work with other work plan project managers to establish clear targets involving near-, intermediate-, and longer-term outcomes for each campaign. Such outcomes may include multiple activities within separate work plan projects that CMAP directly controls -- such as LTA projects, STP management, etc. —but should also include coordination with partners to help achieve broad regional implementation. This accountability will be the key way to ensure focus remains on ON TO 2050 and implementing its recommendations continues to be a priority.

For these campaigns to be the cornerstone of the FY 2019 work plan, each campaign project manager must remain engaged and contribute to their success. Each campaign would have the prioritized support of Communications and Outreach, including its staffing and consulting assets. Embedded in work plan items below are cross references to this work plan item where appropriate.

Products and key dates: Priority setting (July), target setting (September), coordination with external partners (ongoing).



# Local Planning Program

**Program Oversight:** Stephane Phifer

CMAP will adopt ON TO 2050, the region's official long-range plan, in October 2018. The Local Planning program supports the implementation of ON TO 2050 through local planning activities that are consistent with the long-range regional plan and that integrate transportation elements into local planning efforts. It houses the Local Technical Assistance (LTA) program, which provides staff and contract assistance to communities, as well as activities to advance the implementation of LTA projects. The Local Planning Program also researches and develops new tools and approaches to emerging planning topics for use by CMAP and for the region as a whole. Among these topics for FY 2019 are capacity building, housing, water resources, and community resilience. Partner coordination and external grant seeking are also elements of Local Planning.

Local implementation of ON TO 2050 will be framed by the plan's three core principles of prioritized investment, resilience, and inclusive growth. Local Technical Assistance (LTA) projects will continue to address specific concepts such as mixed use, infill, and sustainable development within a framework that notes how planning and policy elements advance these three principles. This may include prioritized investment recommendations regarding the use of performance measures to identify transportation and other public infrastructure investment priorities, asset management strategies, and pavement condition and flood susceptibility, which also addresses resilience. It may include inclusive growth strategies such as those that can strengthen or stimulate weak development markets in disinvested areas, or assist in planning around transportation projects that improve connections to Economically Disconnected Areas (EDA) using federal funds. And may also include new initiatives to enhance and grow local capacity through conventional capacity-building activities, the LTA program, and new wide-ranging direct assistance, which will forward both the resilience and inclusive growth principles.

The program will continue to support the development of comprehensive plans, corridor plans, and subarea plans, but will also explore other avenues to address the three core principles, through local capacity building such as training, direct staff support, inter-jurisdictional coordination, and shared and coordinated services facilitation.

## Local Implementation of ON TO 2050

**Project Manager:** Kristin Ihnchak

**Team:** Bayley, Beck, Burch, Day, Navota, Peterson, Phifer, Vernon, Williams-Clark, and others as assigned.





**Description:** Similar to GO TO 2040, ON TO 2050 will include a host of recommendations targeted toward the region's municipalities, counties, and the Local Planning Program itself. As an initial step toward modifying the Program to embody ON TO 2050's objectives, staff will review ON TO 2050 strategy papers, strategy maps, and the plan narrative to compile relevant recommendations. The management team will then assess priorities for incorporating these recommendations into LTA projects, capacity building work, and other related fundraising or exploratory projects. The Research and Development of New Approaches team will then move the appropriate selected priorities forward. This work plan item may include exploring other strategies that will support plan implementation, such as building relationships to start new initiatives, or adjusting current program areas (e.g., water resources) to align more closely with ON TO 2050 objectives.

Certain recommendation areas of the plan will require additional definition and development to be applied effectively at the local level. ON TO 2050 will feature a series of place-based local strategy maps, which will define specific areas of the region affected by various issues and planning challenges; each map will be linked to a high-priority plan recommendation. Examples of local strategy maps include areas with high susceptibility to flooding, conservation areas, and locations where concentrations of freight assets require planning for freight-supportive land uses, among several others. Implementation of ON TO 2050 through the Local Planning Program should build upon the underlying local strategy map research and analysis to develop planning guidance for incorporating the regional plan's objectives at the local level. The primary audience for this guidance will be technical in nature, including LTA staff as well as municipal staff and elected officials. This project will determine the most appropriate medium for this guidance, which may take the form of guidebooks, toolkits, sample plan language, case studies, and/or annotated bibliographies and links. Trainings on local strategy maps and related strategies may be performed through the Local Capacity Building work plan item. In addition, a user-friendly, interactive online platform for local strategy maps would increase their accessibility and utility for municipal and county stakeholders. During FY 2019, the project team will explore the possibility of creating such a platform using skills and tools already available.

This work plan item will also include strategizing about other programmatic ways to implement ON TO 2050, and may feed topics into the Research and Development of New Planning Approaches work plan item. It will explore ways to integrate policy content into local planning projects, such as new or revised sections in existing conditions reports, adjustment to the community data snapshots, development of new best practices, creation of guidance materials for staff, incorporation of transportation programming recommendations, and/or other items.

**Products and Key Dates:** Memo summarizing potential modifications to Local Planning Program activities per ON TO 2050 recommendations (August 2018); approach to local strategy map guidance and priority topics (December 2018); memo discussing feasibility of online local strategy map platform (December 2018). Strategies for integrating policy outputs into local planning initiatives (Spring 2019).



## Research and Development of New Planning Topics and Approaches

**Project Managers:** Agata Dryla-Gaca and Jonathan Burch

**Team:** Bayley, Nolin, Dixon, Elam, Schuh, and others as assigned.

**Description:** This project will explore and apply new planning ideas as well as the use of innovative analytical techniques, planning tools, and planning approaches as part of LTA projects. The intent is to test the use of new and different data sources and techniques that can be used both internally by CMAP staff, and thereby develop their planning skills, and by local governments as well. This project is one vehicle by which policies adopted in ON TO 2050 are explored for integration at the local level, such as Targeted Reinvestment Areas as informed by the Local Implementation of ON TO 2050 work plan item. Staff will also continue to explore ways to advance agency policy strategies at the local level through research, coordination, communication strategies (such as via Muni Matters), and other avenues.

This program area will explore ways to advance transportation planning at the local level to prepare priority projects for inclusion in the programming pipeline, as well as provide avenues for cross-departmental coordination between Planning, Policy, and Programming around transportation priorities. The goal for FY 2019 is to initiate coordination across programs, to explore strategies for integrated planning and investment, and to better integrate transportation investment to sound local planning.

Several areas of exploration underway in FY 2018 will continue, such as stormwater management planning, community resilience to climate change, and economic development and market analysis. Potential new topics and subtopics that may be explored pending a more thorough review of planning program and ON TO 2050 priorities include:

- Exploration of new communication modes for LTA projects, such as online digital plans
- Development of best practices and approaches to identify and prepare LTA project area transportation projects for inclusion in the transportation programming pipeline; to identify communities where transportation investments should be integrated into broader planning efforts; and to identify opportunities to leverage transportation improvements to support other land use and infrastructure investments. It may also explore approaches to conducting preliminary engineering to advance projects more quickly to implementation.
- Other prioritized topics to be identified by the Local Implementation of ON TO 2050 work plan project

**Products and Key Dates:** Development and integration of new topics and approaches, including those being developed through ON TO 2050 work plan items, into LTA projects (ongoing). Completion of three to five updates throughout the year to be conveyed to local governments via Muni Matters or updates; topics may include resilience, water and natural resources, housing, and community/economic development.



## Local Capacity Initiatives

**Project Managers:** Kristin Ihnchak and Patrick Day

**Team:** Burch, Dryla-Gaca, Evasic, Hallas, Hyland, Jarr, Phifer, Pudlock, Williams-Clark, and others as assigned.

**Description:** The capacity of local governments throughout the region to pursue local and regional goals can be an obstacle in the implementation of the ON TO 2050 plan's three core principles of prioritized investment, resilience, and inclusive growth. This work plan project will develop and deploy initiatives to bolster local capacity. A portfolio of initiatives will be developed, to include: expansion of conventional capacity-building activities such as networking, training and resource development; targeted technical assistance in the form of LTA plans and service sharing projects; and new wide-ranging direct assistance which may involve embedded staff ambassadors, process assessments, capital improvement planning, grant reporting and compliance, and other customizable functions. The impact of this work plan item includes growth in the number of: new projects in the CMAQ, TAP, STP and other funding pipelines; local governments collaborating on shared services; and community residents, local government staff, and elected officials engaged in implementing the recommendations of the ON TO 2050 plan.

The objective of enhancing local capacity is a main priority for ON TO 2050, and one which will only be accomplished through coordination with key regional partnerships and by creating a common-thread approach through this and other work plans. Priority topics will be explored, researched, and materials developed for capacity initiatives. Topics will include ON TO 2050 plan implementation, local plan implementation, service sharing/consolidation, financing infrastructure and services, project coordination, outreach, or targeted topical trainings to improve capacity gaps. Some of these topics will be explored through the Research and Development of New Planning Topics and Approaches work plan item and as part of the development of ON TO 2050.

**Products and Key Dates:** Finalize program approach (July 2018). Identify and build key partnerships and secure funding (Ongoing). Coordinate citizen commission, ArcGIS and Census workshops (Ongoing).

## Local Technical Assistance (LTA) Program

**Project Managers:** Stephane Phifer, Jason Navota, Kristin Ihnchak, Jonathan Burch, Andrew Williams-Clark

**Team:** Local Planning, Communications & Outreach, and Policy & Programming staff, and others as assigned.

**Description:** The LTA program involves working directly with a community or group of communities on a product that is customized for their use, has a specific audience, and is geographically limited. The majority of LTA projects include, either directly or indirectly, the integration of transportation elements into local plans or the inclusion of recommendations that influence the performance of the transportation system. As recognized by the CMAP Board, land use and transportation are inextricably linked and influence the performance and success of the other. Likewise, other planning elements either influence or are influenced by land use and transportation planning and investments, such as housing, economic development, and environmental resources. CMAP will solicit new LTA projects in fall 2018, to allow CMAP to incorporate recommendations from ON TO 2050 into the call for projects.

In FY 2019, CMAP will increase its focus on using the LTA program to help create a pipeline of projects for CMAP's programming work and explore strategies for integrated local planning and investment through the Research and Development of New Planning Topics and Approaches work plan item and as part of the development of ON TO 2050.

This work plan item includes several components: program administration, staff management and development, project management and outreach, and data analysis.

*Program administration* includes overall administration and tracking of progress of the LTA program, including monthly reports on project progress; quarterly reviews of project teams, staff time expectations, and contract expenditures; quality control of program deliverables; program and process review and improvement; and internal and external coordination of the program, including alignment with policy and programming priorities, designation of and assistance to Economically Disconnected Areas (EDA), Targeted Reinvestment Areas (TRA), low capacity communities, and other priority areas identified in ON TO 2050. This work plan item includes the annual LTA call for projects and project selection, with close coordination with the Regional Transportation Authority (RTA) and other stakeholders and partners. Many LTA projects require further scoping to determine the most appropriate CMAP role. Before startup, LTA projects include meetings with project sponsors and key local stakeholders, research on relevant past activities in each community, and preparation of a proposed scope of work. Program administration also includes fundraising and grant management to support technical assistance not eligible for UWP funding.

*Staff management and development* includes staff engagement and development activities such as a staff retreat; capacity building brown bags and ideas exchange with internal and external partners; internal monthly newsletter; professional development and training opportunities; and wiki pages and resources including individual staff pages.

*Project management and outreach* are conducted by a project team led by a designated project manager who is responsible for the management of the project scope, schedule, and budget to ensure projects are completed on time, within the scope, and that the project remains in budget and all funds are spent appropriately. Project managers are responsible for conducting a large portion of the work required on their projects, as well as identifying needs for additional project support, outreach assistance, and partner coordination. Project management involves



preparation and review of interim and final materials, including maintaining a high standard of quality for all documents produced, and participating in a dynamic feedback process to assess progress. Project outreach and engagement, a part of most LTA projects, occurs through development and implementation of inclusive public engagement processes, as well as media and legislative outreach.

*Data analysis* is also a significant part of LTA projects, requiring customized data preparation, analysis, and mapping support to LTA project managers. Data and analysis staff are assigned to projects several months before they are initiated based on availability and needed skills. A set of guidelines for preparing standardized LTA data and mapping products ensures uniform quality control and streamlines preparation of data and map products. New analytical methods and approaches will be used as they are developed through the Research and Development of New Planning Topics and Approaches work plan item; an example is incorporation of stormwater and resilience into comprehensive plans.

The projects that were currently underway or committed at the beginning of FY 2019 are listed below, divided between staff-led and consultant-led projects. Under certain circumstances, the program may take on additional projects during the year provided that capacity and resources are available to support the effort.

#### **Staff-led projects**

- Algonquin and Cary Subarea Plan
- Bensenville Zoning Ordinance Update
- Bridgeport and Canaryville Planning Priorities Report
- Chicago Office of Management and Budget Consolidated Plan Assistance
- Coalition for a Better Chinese American Community Parking Study
- Cook County Bureau of Economic Development South Suburban Economic Growth Initiative
- Cook County Unincorporated Areas Plan
- Des Plaines Comprehensive Plan
- Far South Community Development Corporation Planning Support
- Forest Preserves of Cook County River Trail Feasibility Study
- Frankfort Plan Commissioner Training
- Glenview Ordinance Review
- Harvard Zoning Ordinance Update
- Illinois International Port District Planning Priorities Report
- Kane County Land Use Strategy Research
- Kane County / Mill Creek Watershed-based Plan
- Lisle Parking Plan
- Maywood Zoning Sketch-up Diagrams
- McHenry County Council of Governments Shared Services Study
- McHenry County Fox River Corridor plan
- McKinley Park Development Council Neighborhood Plan



- Montgomery Zoning Ordinance Update
- North Avenue Corridor Plan
- North Lawndale Neighborhood Plan
- Northwest Chicago Neighborhood Plan
- Palos Park Trails Plan
- Robbins TOD and Industrial Area Plan
- Sandwich Planning Priorities Report
- South Elgin Unified Development Ordinance
- South Suburban Mayors and Managers Association Capacity Building and Training
- Thornton Planning Priorities Report
- Wilmington Downtown Plan

### **Consultant-led projects**

- Aurora Regional Mobility Plan
- Beach Park Regional Bike Plan
- Beecher Comprehensive Plan
- Berwyn Stormwater Plan
- Calumet Park Comprehensive Plan
- Campton Hills Zoning Ordinance Update
- Carol Stream Zoning and Subdivision Ordinance Update
- Channahon Comprehensive Plan
- Chicago DOT Riverdale Area Transportation Plan
- DuPage County Corridor Study
- DuPage County/Hanover Park Homes for a Changing Region Study
- Joliet Corridor Study
- Joliet / Public Water Commission Water Supply Planning
- Justice I&M Canal Trail Extension Feasibility Study
- Matteson Transportation and Streetscape Plan
- Midlothian Stormwater Management Plan
- Northwest Municipal Conference Multimodal Transportation Plan
- Northwest Side Housing Center Transit-Oriented Economic Development Plan
- Oswego, Montgomery, and Yorkville Shared Water Treatment Plant Study
- Richton Park Stormwater Management Plan
- Sauk Village Comprehensive Plan
- Summit Zoning Code Update

**Products and Key Dates:** Monthly reports on progress of current and upcoming projects (ongoing). The number of projects at various stages (initiated; 50-percent complete; 90-percent complete; 100-percent complete) will be tracked and reported quarterly.





## Consultant Management, Evaluation, and Best Practices

**Project Manager:** Stephen Ostrander

**Team:** Bayley, Beck, Burch, Day, Evasic, Hudson, Ihnchak, Jarr, Lopez, Manno, Nolin, O'Neal, Persaud, Seid and others as assigned.

**Description:** Many projects within the LTA program are conducted by consulting firms and managed by CMAP staff. These are tracked within the LTA work plan item above, but also have separate requirements, including RFP development, consultant selection, and evaluation of consultant performance. The management of numerous projects by consulting firms also provides an opportunity to identify best practices in plan preparation, publicize them, and incorporate them into other projects in the LTA program to advance the state of planning practice across the region. CMAP designated an internal committee to develop an agency-wide project management process, including best practices for consultant management. The project team will coordinate with the internal CMAP project management committee.

**Products and Key Dates:** Development of RFPs, selection of consultants, and contract management (ongoing). Evaluation and communication of consultant performance after each project completion (ongoing).

## Partner Coordination

**Project Manager:** Tony Manno

**Team:** Cefali, Grover, Harris, Hyland, Lopez, Ostrander, Raby, Williams-Clark, and others as assigned.

**Description:** The involvement of partner organizations including government, nongovernmental, and philanthropic groups is a central part of CMAP's approach to the LTA program. Separate from the project selection and administration described above, this work plan item includes identification of appropriate organizations to participate in local projects and coordination of the project processes to involve these organizations, as well as convening partners through working committees, the technical assistance providers group, and other formal and informal committees. This project also includes working with partner organizations to incorporate non-traditional topics within LTA projects, such as health, arts and culture, workforce development, and others.

**Products and Key Dates:** Identification of appropriate partner organizations and roles for each LTA project (ongoing). Presentation of LTA projects to relevant CMAP working committees (ongoing). Regular updates to transit agencies and other relevant stakeholders (monthly). Periodic meetings of the technical assistance providers group (quarterly).



## Plan Implementation Assistance

**Project Manager:** Tony Manno

**Team:** Daly, Day, Grover, Jarr, Navota, Persaud, Phifer, Raby and others as assigned

**Description:** Following completion of LTA projects, CMAP remains involved at varying levels of effort to track project implementation and assist in appropriate ways. Involvement on all completed projects includes discussing implementation progress with the project sponsor and reporting via the Board report on a quarterly basis. For a select group of approximately 10 projects that present good opportunities for implementation success, CMAP will engage on a deeper, more active level to identify appropriate short-term activities that CMAP can assist with (such as providing trainings, assisting with grant applications, or connecting sponsors with partner organizations). Current examples of implementation activities include Urban Land Institute (ULI) Technical Assistance Panels (TAPs) or other activities to connect municipalities to the development community, providing assistance to communities to promote development opportunities, and guiding communities to funding programs such as Congestion Mitigation and Air Quality Improvement (CMAQ). Conducting trainings immediately following plan adoption will also be explored, and will be coordinated with the Local Capacity Building project.

This component will continue to explore innovative ways that the agency can support LTA plan implementation, with specific attention to activities in the areas of transportation, reinvestment, the natural environment, and intergovernmental coordination.

**Products and Key Dates:** Advancement of specific local implementation activities (ongoing). Preparation of implementation updates for Board report (quarterly).

## Partner Coordination on Inclusive Growth

**Project Manager:** Elizabeth Scott

**Team:** Williams-Clark, Schuh, and others as assigned.

**Description:** Inclusive Growth is one of three principles guiding ON TO 2050. Implementation of this principle will require extensive coordination with partners in the region to advance related strategies and build/maintain broad support for future action. This work plan item covers this external coordination, including the identification and cultivation of relationships with key partners by introducing them to CMAP's work, understanding their own work in the space, and producing relevant research and analysis to support or further these efforts. A particular focus will be on building a coalition of partners to participate in the RSA-work related to Inclusive Growth, including needed analytical work, as well as meeting/ convening.

**Products and Key Dates:** External outreach to partners regarding CMAP's interest in this space (ongoing). External relationship building to determine CMAP's future work in this space





relative to that of external partners (ongoing). Holding internal coordination meetings to collaborate on broader agency inclusive growth efforts (ongoing).

## Local Government Survey

**Project Manager:** Patrick Day

**Team:** G. Smith, Weil, Interns, and others as assigned.

**Description:** This project will compile, assess, and summarize the biennial survey of municipalities across the region to better understand the region's local plans, programs, and operations. Survey analysis will also be used to determine local government demand for existing and new LTA project types, as well as educational opportunities. The municipal survey began in spring 2018; CMAP will collect and summarize the results. During the outreach phase, staff will gather up-to-date contact information for all of the region's municipalities. Staff will use this information to update CMAP's municipal directory.

This project will also develop an inaugural survey of the region's county governments, to subsequently be conducted on a biennial basis alongside the Municipal Survey. Following internal and external stakeholder engagement, a survey instrument will be created to obtain useful information for both CMAP and the county governments. This survey will enhance CMAP's understanding of county government plans, programs, and operations, fill data gaps, and -- as a partner to the Municipal Survey-- seek data that facilitates symbiotic benefits and greater coordination within the region. Work on the county survey began in spring 2018; CMAP will collect and summarize the results.

**Products and Key Dates:** Assessment and summary of municipal & county surveys (December 2018). Update internal MARCEL contact database and publish Municipal directory (January 2019.)

## Housing Planning

**Project Manager:** Jonathan Burch

**Team:** Castillo, Prasse, Scott, Williams-Clark, and others as assigned.

**Description:** Both GO TO 2040 and ON TO 2050 recognize the relationship between housing, as a major land use, and transportation. An appropriately balanced regional housing stock can reduce travel costs and congestion while improving housing stability. This program area continues efforts to support communities and funders across the region foster housing choice. Funding for this work comes from UWP as well as potential grants from the Chicago Housing Authority and the Illinois Housing Development Authority. *Technical assistance to communities:* under this activity area Local Planning staff will work with up to five communities assemble a team of outside experts to meet with local officials to brainstorm possible near-term actions communities can take to address pressing housing issues. *Assistance to housing funders:* this



activity involves direct CMAP technical support to managers of federal, state, and local subsidy programs to help improve the efficiency, effectiveness, and coordination of their programs. Example programs include the Regional Housing Initiative (RHI) and the Chicago OMB LTA project.

**Products and Key Dates:** Identify five LTA projects on which to provide assistance (Summer 2018). Hold five housing policy expert roundtables (ongoing 2018). Complete five recommendations memos (ongoing 2019). Provide assistance to 10 public housing authorities on the operation of RHI and the selection of potential housing projects (Spring 2019). Develop and secure funding to support any additional activities identified throughout the year.

## Water Resources Planning

**Project Managers:** Jason Navota and Nora Beck

**Team:** Evasic, Hudson, Pudlock and others as assigned.

**Description:** The Water Resources Planning program includes activities related to water quality, water supply, wastewater, and stormwater, which influence and are influenced by land use and transportation decisions and investments. Some of this work is guided by CMAP's role as the delegated authority for Area-wide Water Quality Planning, GO TO 2040, ON TO 2050, and Water 2050, including 2017 strategy papers. This work plan item typically includes pursuing funding to continue some of the activities described below. This work plan item may include exploration of a regional water resources platform or coalition, or one specific to a particular water issue such as stormwater, for advancing ON TO 2050 policies, such as coordinating flood reduction and water quality improvement efforts. We also intend to lay the groundwork with the state and other funders to prepare an integrated water resource management plan for the region that addresses water quality, water supply, and stormwater management.

*Water quality planning* activities involve watershed plan development (Mill Creek in Kane County during FY 2019) and post-plan implementation support for watershed organizations, including assistance with Section 319 funding applications. This also includes coordination of the Volunteer Lake Monitoring Program (VLMP). During FY 2019, we may revisit some of the activities funded through our Water Quality Management Planning grant from IEPA to better align with ON TO 2050 implementation, to explore innovative strategies such as SRF flexibility, to continue to refine the watershed planning approach.

*Wastewater planning* activities include reviewing wastewater Facility Planning Area (FPA) amendment applications and staffing the CMAP Wastewater Committee. During FY 2019, this may also include continued exploration of modifications to the FPA process with IEPA.

*Water supply planning* activities in FY 2019 will depend on funding and may include working directly with communities in the Northwest Water Planning Alliance area, publicizing the



updated regional water supply planning forecasts, and using water demand forecasts for local planning. Additional IDNR funding may allow for more activities.

*Stormwater and flooding* activities in FY 2019 will include working with Cook County communities on stormwater plans, integrating stormwater considerations into other land use and transportation planning efforts, a potential project to examine the impact of flooding and stormwater challenges on our transportation system (also noted in the R&D work plan item), and use of the Flood Susceptibility Index to target planning assistance.

**Products and Key Dates:** The Mill Creek watershed planning effort includes quarterly stakeholder meetings, quarterly progress reports, and an executive summary and watershed plan document that are due in September 2019. The VLMP program has regular deadlines throughout each program year for reporting, data management, volunteer training, and technical assistance and outreach. Facility Planning Area reviews are conducted as needed. Stormwater planning will occur throughout FY 2019.



**TABLE 4: BUDGET DETAIL, LOCAL PLANNING PROGRAM**

<b>OPERATING</b>								
						<b>IEPA -</b>		
	<b>UWP Local Planning Support</b>	<b>UWP Community Planning Program</b>	<b>CCT Go 2017</b>	<b>CCT Go 2018</b>	<b>Cook Co.</b>	<b>WQMP</b>	<b>Mill Creek North Watershed</b>	<b>TOTAL</b>
<b>PERSONNEL</b>								
Salaries	1,794,400	0	8,400	55,400	0	43,400	70,200	1,971,800
Retirement	131,700	0	600	4,100	0	3,200	5,200	144,800
FICA	109,300	0	500	3,400	0	2,700	4,400	120,300
Medicare	26,000	0	100	800	0	600	1,000	28,500
Health	229,600	0	200	5,400	0	6,700	11,000	252,900
Dental	20,500	0	100	500	0	400	600	22,100
Vision	3,300	0	0	100	0	100	100	3,600
Interns	36,750	0	0	0	0	0	0	36,750
<b>TOTAL</b>	<b>2,351,550</b>	<b>0</b>	<b>9,900</b>	<b>69,700</b>	<b>0</b>	<b>57,100</b>	<b>92,500</b>	<b>2,580,750</b>
<b>Employee PY</b>								
	<b>24.1</b>		<b>0.1</b>	<b>0.8</b>	<b>0.0</b>	<b>0.5</b>	<b>0.8</b>	<b>26.3</b>
<b>Indirect Charge</b>								
	639,500	0	2,590	19,300	0	15,800	25,600	702,790
<b>COMMODITIES</b>								
Publications	1,500							1,500
Office Supplies	250							250
<b>TOTAL</b>	<b>1,750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750</b>
<b>OPERATING EXPENSES</b>								
Staff Assoc. Membership	5,500							5,500
Postage/Postal Services	750						120	870
Storage	0					1,160		1,160
Meeting Expenses	1,500							1,500
Legal Services	2,500							2,500
Printing Services	1,500						205	1,705
Conference Registrations	7,000						200	7,200
Training	2,500						500	3,000
Travel Expenses	15,000					1,455	645	17,100
<b>TOTAL</b>	<b>36,250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,615</b>	<b>1,670</b>	<b>40,535</b>



<b>OCCUPANCY EXPENSES</b>								
Rent	390,700							390,700
Telecommunications	14,400							14,400
Utilities	15,700							15,700
<b>TOTAL</b>	<b>420,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>420,800</b>
<b>CONTRACTUAL SERVICES</b>								
Consulting Services	96,000	195,000	37,510	61,000	126,500	4,120	4,230	524,360
<b>TOTAL</b>	<b>96,000</b>	<b>195,000</b>	<b>37,510</b>	<b>61,000</b>	<b>126,500</b>	<b>4,120</b>	<b>4,230</b>	<b>524,360</b>
<b>LOCAL PLANNING GRANTS</b>								
Community Planning Grant Match	0	590,308						590,308
<b>TOTAL</b>	<b>0</b>	<b>590,308</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>590,308</b>
<b>TOTAL EXPENSES</b>								
<b>TOTAL EXPENSES</b>	<b>3,545,850</b>	<b>785,308</b>	<b>50,000</b>	<b>150,000</b>	<b>126,500</b>	<b>79,635</b>	<b>124,000</b>	<b>4,861,293</b>
<b>REVENUE</b>								
UWP Operating - FY2019	2,834,680	0	0	0	0	0	0	2,834,680
Match - FY2019	708,670	0	0	0	0	0	0	708,670
UWP Contracts - FY2019	0	472,246	0	0	0	0	0	472,246
Match - FY2019	0	118,062	0	0	0	0	0	118,062
Chicago Community Trust	0	0	50,000	150,000	0	0	0	200,000
Cook Co.	0	0	0	0	126,500	0	0	126,500
IEPA	0	0	0	0	0	79,635	124,000	203,635
General Fund	2,500	0	0	0	0	0	0	2,500
Contributions	0	195,000	0	-	0	-	0	195,000
<b>TOTAL REVENUE</b>								
<b>TOTAL REVENUE</b>	<b>3,545,850</b>	<b>785,308</b>	<b>50,000</b>	<b>150,000</b>	<b>126,500</b>	<b>79,635</b>	<b>124,000</b>	<b>4,861,293</b>



# Policy Analysis and Development Program

**Program Oversight:** Jesse Elam

ON TO 2050 will address broad issues of governance and policy, which are equally as important as physical infrastructure to our region's future. The plan's approach in this area is to support activities that create a favorable policy environment for sustainable prosperity and regional economic growth. The primary goal of this core program is to use the agency's vast data resources and research capabilities to generate robust analyses in subject areas aligning with the ON TO 2050 Plan and GO TO 2040. Dissemination of this analysis provides the context for strategic coordination on policy with other organizations, including administrative and legislative action. This core program reflects agency priorities, ranging from transportation finance to economic resilience to state and local taxation to broader land use issues including housing and natural resource policies. The main activities include research and analysis, steering work to implement ON TO 2050 priorities and remaining GO TO 2040 items through the agency's committee structure, legislative analysis, and coordination by CMAP staff with other organizations.

## AREA 1: Regional Mobility

### Federal and State Transportation Policy Analysis

**Project Manager:** Jeff Schnobrich

**Team:** Hollander, Schuh, Tineh, New Policy Hire, Cefali

**Description:** At the federal level, implementation of the FAST Act, enacted in December 2015, continues, as does the implementation of MAP-21 performance-measurement rulemakings. The FAST Act will be up for reauthorization in 2020 and work may begin to evaluate the FAST Act's implementation in FY 2019. Further, the Trump Administration has expressed interest in an aggressive infrastructure bill. At the state level, the transportation system faces many challenges, including stagnant state resources, evolving methodologies for project prioritization, and implementation of the recently adopted "lockbox" for transportation revenues.

**Products and Key Dates:** Research on federal and state transportation topics via issue briefs and the Policy Updates (ongoing).



## Regionally Significant Projects Implementation

**Project Manager:** Liz Schuh

**Team:** Bayley, Bozic, Dixon, Elam, Murtha, Tineh, Schnobrich

**Description:** While the primary transportation emphasis of the draft ON TO 2050 plan and GO TO 2040 is to maintain and modernize, the plan contains a handful of fiscally constrained projects that will maximize regional mobility, economic development, and quality of life. CMAP will deploy some resources, in coordination with state, regional, and local agencies and groups, to generate the data, information, policy analysis, and outreach to advance implementation of ON TO 2050's fiscally constrained priority projects. The implementation of congestion pricing will continue to be a major priority of this work.

In FY 2019, expanding the prior "Major Capital Project" work to encompass the full range of projects in the draft ON TO 2050 "Regionally Significant Project" (RSPs) list will be a priority. After approval of the draft plan, staff will develop a strategic plan for the next several fiscal years to prioritize projects for additional analysis or assistance, identify broad initiatives to support implementation of RSPs (such as updating the IDOT design manual, expanding asset management, or targeting assistance to economically disconnected areas around RSPs), and identify approaches to aid implementation of RSPs in a manner that supports ON TO 2050 and the principles of resilience, inclusive growth, and prioritized investment.

**Products and Key Dates:** Technical assistance and involvement with project planning as stipulated in the strategic plan (ongoing); Bi-monthly internal meetings, meetings with external partners, and project updates (ongoing). Strategic plan for implementation of ON TO 2050 fiscally constrained projects (March 2019).

## Reasonably Expected Revenues Implementation

**Project Manager:** Lindsay Hollander

**Team:** Cefali, Elam, Schnobrich, Schuh, Smith, Weil, and other staff as necessary

**Description:** Lack of transportation funding for the state and region remains a critical problem. The financial planning process for ON TO 2050 has highlighted the growing gap between system needs and available revenues. The draft version of ON TO 2050 recommends a set of reasonably expected revenues for the region. This project will explore strategies to implement federal, state, regional, and local revenues, including legislative changes, additional research and educational materials, key partnerships, and other support needs. The project will involve strong stakeholder collaboration and partnerships to provide data, materials, and other resources to support State and regional progress on transportation funding in the near term.



**Products and key dates:** Stakeholder engagement (ongoing). Policy updates and briefs (ongoing).

## Freight Policy Implementation

**Project Manager:** Jeff Schnobrich

**Team:** Elam, Murtha, Schuh, Tineh, New Policy Hire

**Description:** This project supports implementation of the policy agenda identified in the Regional Strategic Freight Direction, specifically focused on opportunities related to (1) infrastructure projects, (2) local planning efforts, and (3) ongoing assistance to prior freight policy and planning efforts. Infrastructure projects would include competitive federal funding opportunities, regionally significant projects, and major freight facility development proposals.

### Products and key dates:

Monitor and support freight-related infrastructure projects (ongoing). Monitor and support implementation of the Regional Truck Permitting Plan (ongoing). Work with select municipalities to develop freight-related LTA program applications for FY 2019 call for projects (November 2018). Provide ongoing assistance to past freight-related LTA projects, as well as state and local freight-planning efforts conducted by partners (ongoing). Work with partners to prioritize grade separations in the CMAP region (ongoing). Identify policies and practices to promote environmental justice in freight planning (policy update, December 2018).

## Local Truck Routing, Permitting, and Delivery Management Plans

**Manager:** Jeff Schnobrich

**Team:** Schuh, Kenney, Murtha, consultants

Local truck routing, permitting, and demand management policies can aid or impede truck movement throughout the region. Building on recommendations of the Regional Strategic Freight Direction, this project will initiate a series of multijurisdictional plans to improve truck routing, permitting, delivery policies, parking, and other relevant issues. The project will build on the framework established in the O'Hare Truck Routing study, but will also provide implementation assistance such as high-level engineering, changing local routing ordinances, working on state route changes, and similar efforts. Where possible, implementation will also assist local jurisdictions in implementing the recommendations of the Regional Truck Permitting Study. This project is dependent on obtaining outside funding.

**Products and Key Dates:** Obtain funding for up to three studies (August 2018). Hire staff (November 2018). Initiate study one of three (February 2019); Initiate study two of three (May 2019). Initiate follow-up on the O'Hare Truck Routing study (June 2019).





## Private Sector Mobility Providers Task Force

**Project Manager:** Elizabeth Irvin

**Team:** Kenney, Menninger, Schnobrich, Schuh

**Description:** Technology has transformed the way we get around, leveraging a wealth of real time information to move people and goods and share rides, cars, bikes, and trucks. Growing use of data and communication technology have enabled new transportation business models like transportation network companies, enhanced freight logistics firms, and public and private bikeshare. As the transportation ecosystem becomes more diverse, the region faces new opportunities and questions that would benefit from enhanced collaboration between the public and private sector. Building on TO 2050 development, staff will convene a task force of transit providers, roadway agencies, private transportation providers, and other private transportation entities to discuss major shifts in transportation technology, identify solutions for data sharing, infrastructure development, and transportation service provision, and outline key next steps and policies for the region. The committee will also suggest roles for private providers at CMAP as transportation continues to advance.

**Products and Key Dates:** Creation and management of an emerging transportation task force (July 2018-March 2019). Final Report (June 2019).

## New and Emerging Trends in Transportation Technology

**Project Manager:** Elizabeth Irvin

**Team:** Kenney, Schnobrich, Menninger, Schuh, and other staff as necessary

**Description:** ON TO 2050 development identifies existing modernization opportunities as well as emerging, cutting edge technologies that have the potential to transform the region's transportation and development patterns. Issues range from the shift to online retail and the resulting impacts on existing retail development, new industrial facilities, and road networks to the need to rethink our infrastructure investments and demand management policies if autonomous vehicles become the mode of choice. This project will develop a series of implementation-focused issue briefs that provide policy context and offer direction to implementers at varying levels to prepare for technological change. Materials will also include brief scans of work done outside the region and recommendations for regional, municipal, and state-level policy actions.

**Products and Key Dates:** Topical briefs on the transportation and land use implications of increased TNC use, autonomous fleets for commercial and passenger use, privately-owned autonomous vehicles and changing freight distribution technologies(quarterly).



## Transportation Indicators

**Project Manager:** New Policy Hire

**Team:** Burrell Booth, Cooke, Dixon, Elam, Menninger, Schuh, Murtha, N. Peterson, Weil, Schnobrich

**Description:** Similar to the regional economic indicators project, CMAP can better leverage its deep transportation data resources by developing a succinct set of transportation indicators and presenting them in a format understandable to the general public. The project will reflect priorities and principals of ON TO 2050, providing data and clear and succinct analysis to support regional discussions about prioritized investment, resources, and the impacts of the transportation system on residents and commerce.

**Products and Key Dates:** Scope (January 2019); Development (April 2019); Launch (June 2019).

## Equity Analysis of Transportation Fares, Fees, and Enforcement

**Project Manager:** Tom Murtha

**Team:** Irvin, Tineh, and others

**Description:** This project will develop an analysis and recommendations for policies and initiatives to reduce the impact of transportation-related fees, fares, and fines on people with low incomes, addressing structural issues that now disproportionately impact people of color with consequences up to and including personal bankruptcy. Areas of focus would be maintaining revenues and enforcement while reducing adverse impacts on people with low incomes through such mechanisms as alternative adjudication (e.g., restorative justice) or equity-conscious fee and fare structures. The project will include an analysis, policy recommendations, and recommendations for a pilot program in one or two communities. This is proposed as a multi-year project.

**Products and Key Dates:** Scope (January 2019), data collection and analysis (through June, 2019), outreach, conceptual framework, draft recommendations, and final report (FY 2020)



## AREA 2: Regional Economy

### Regional Economic Indicators

**Project Manager:** Austen Edwards

**Team:** Cooke, Tineh

**Description:** CMAP collects and analyzes data on regional economic indicators to keep our partners and the general public aware of the region's broad economic trends, especially related to our major industry clusters and the workforce and innovation recommendations of GO TO 2040, which are underscored in ON TO 2050. This project continues the update of the existing indicators and associated quarterly policy updates. With the adoption of ON TO 2050, staff will evaluate existing indicators, propose any revisions, and potentially revise the cohort of peer regions.

**Products and Key Dates:** Rolling annual updates to the regional economic indicators section of the CMAP website with the inclusion of recently acquired data from other regions and analysis of indicators and related data through series of policy updates (Quarterly).

### Metropolitan Chicago's Traded Clusters

**Project Manager:** Simone Weil

**Team:** Cooke, Edwards

**Description:** GO TO 2040 called for CMAP to continue analysis of the region's industry clusters. The ON TO 2050 Regional Clusters and Economy snapshot in FY 2017 applied the U.S. Clustermapping Projects traded and local clusters. This report will further CMAP's understanding of traded clusters, identifying challenges and opportunities related to infrastructure, innovation, and changing skills required of the workforce. The report will include special consideration to the transportation system and land use in areas with particularly high concentrations of traded cluster industries throughout the region. The analysis will include examination of the region's traded clusters including service sector industries, freight and logistics clusters, and manufacturing industries. Staff will engage key economic development partners throughout the development process.

**Products and Key Dates:** Final report (January 2019).



## Workforce Trends Brief

**Project Manager:** Diana Cooke

**Team:** Edwards, Tineh

**Description:** The ON TO 2050 plan explores career pathways as one tool for promoting inclusive growth in the region. The report will examine the state of jobs in metropolitan Chicago's economy, with an emphasis on understanding the demographic and geographic components of employment trends. It will consider the role of the transportation system and land use in access to economic opportunities. This brief will help further CMAP's understanding of career pathways through an analysis of current workforce development and educational programs. Specifically, this report will provide data analysis and best practices review to support opportunity jobs.

**Products and Key Dates:** Scope (December 2018); Policy brief (June 2019).

## Cluster Drill-Down

**Project Manager:** Austen Edwards

**Team:** Cooke, New Policy Hire

**Description:** CMAP's drill down work has indicated the need to improve the movement of goods and workers to support the region's industry clusters. This project will build on the Traded Cluster Drill Down report to improve the region's understanding of industry needs, challenges, and opportunities related to infrastructure, land use, and human capital. The report will also incorporate quantitative and qualitative analysis to further CMAP's policy recommendations related to inclusive growth, prioritized investments, and resilience.

**Products and Key Dates:** Scope (March 2019). Drill Down Report (January 2020).

## Disinvestment Policy Analysis

**Project Manager:** Erin Kenney

**Team:** Scott, Tineh

**Description:** ON TO 2050 incorporates inclusive growth, resilience, and prioritized investment as core principles of the plan. Promoting new investment and economic activity in the region's disinvested areas – places with persistent loss of businesses, residents, and public and private investment – implements each of these principles by fostering high capacity communities in areas with existing infrastructure and other assets. This analysis will expand upon ON TO 2050 work identifying this issue and its geography in the region, and assess new state, local, and regional policies and practices that might have replicability in the region. The project will place



a particular emphasis on the role of infrastructure investment to incent development and increase access.

**Products and Key Dates:** Final report (December 2018). Policy update series on Displacement (February-June 2019)

## Regional Housing and Development Analysis

**Project Manager:** Liz Schuh

**Team:** Daly, Cooke, Kenney, Scott, Tineh, Vernon

**Description:** The draft ON TO 2050 plan and GO TO 2040 emphasize the need to coordinate planning for transportation, land use, and housing. This project will continue to enhance the agency's understanding of housing and land use changes in the region and provide education on topics related to the interaction of land use, transportation, and economic competitiveness. Quarterly analyses via Policy Updates and/or issue briefs will continue to cover trends such as housing diversity, non-residential land use trends, and demographic shifts. This project will also produce issue briefs on topics of near term interest from ON TO 2050, including the impact of federal housing policy on housing form and tenure, local commute patterns and costs, and assessment of the potential for a transfer of development rights program in the state and region. There will be continued integration of the analysis of regional development trends with work under the Regional Tax Policy Analysis project and the Regional Economic Indicators.

**Products and Key Dates:** Analysis and policy updates on the impacts of demographic, housing, and non-residential development change in the region (quarterly). Issue brief on federal housing policy and its impacts on housing types and tenure in the region (December 2018). Issue brief on transfer of development rights (June 2019).

## Inclusive Growth Indicators and Updates

**Project Manager:** Aseal Tineh

**Team:** Scott, Cooke, Edwards, Vernon

**Description:** The draft ON TO 2050 plan incorporates Inclusive Growth as one of the three principles of the plan, and proposed a set of kindred indicators to track progress on inclusive growth in the region. This project will enhance the agency's understanding of transportation, economic, demographic, and land use changes in the region as related to inclusive growth. Quarterly analyses via Policy Updates and/or issue briefs will cover trends such as travel behavior, workforce demographics, economic outcomes, and broader demographic shifts. The project will also include analysis of inclusive growth kindred indicators and related data.



Products and Key Dates: Analysis and policy updates on select indicators, related data, and relevant local and national initiatives (quarterly). Annual updates of the ON TO 2050 Inclusive Growth indicators (rolling as data is available).

## **Regional Tax Policy and Governance Analysis**

**Project Manager:** Lindsay Hollander

**Team:** Cooke, Edwards, Kenney, Tineh

**Description:** This project supports CMAP's commitment to efficient governance and state and local tax policy reform through a series of analyses on the key issues affecting transportation, land use, economic development, and equity in northeastern Illinois. This project will also include ongoing outreach to CMAP partners on governance and tax policy issues, as well as work to incorporate tax policy analysis into local planning efforts. Topics are likely to include an analysis of sales tax rebates and other incentives, exploration of practices in other states to promote consolidation and shared services, analysis of state motor fuel tax disbursements to local governments, and/or other tax policy issues. This project will include the development of a brochure on best practices and policies in developing and deploying local economic development incentives, with a particular focus on achieving transportation and land use goals.

**Products and Key Dates:** The project will be executed as a series of four issue briefs or policy updates to be published in October 2018, January 2019, and June 2019 (ongoing). Assess potential for tax policy campaign with partners (internal memo, Winter 2019). Develop best practices for local economic incentives (brochure, April 2019).

## **Multijurisdictional Transportation Impacts of Development Corridors**

**Project Manager:** Lindsay Hollander

**Team:** Edwards, Kenney, Peterson, Bozic

**Description:** CMAP has provided a series of analyses on the fiscal and economic impacts of various land use types. An FY 2018 project expanded upon that work by analyzing the transportation utilization and cost impacts of retail agglomerations. That case study analysis assessed transportation network utilization and costs across jurisdictions, with particular attention paid to the costs of cumulative development initiatives. The next report will focus on industrial corridors will begin scoping in FY 2019, with the goal of producing a final report in FY 2020.

**Products and Key Dates:** Scope of industrial corridors approach (November 2018). Final report (FY2020).



## **Municipal Annexation Policy Analysis**

**Project Manager:** Lindsay Hollander

**Team:** Beck, Kenney, Seid

**Description:** As an outgrowth of previous CMAP work analyzing developments at the outer edge of the region through the Lands in Transition strategy paper as well as unincorporated areas within already developed areas of the region, staff will analyze municipal annexation policy. Staff will explore municipal annexation issues through both rural area and built-out community contexts. Topics may include annexation processes and policies, fiscal impacts, infrastructure cost and maintenance, alternatives to annexation such as boundary or infrastructure agreements, and possible policy recommendations.

**Products and Key Dates:** Final deliverable (December 2018).

## **Integration of ON TO 2050 recommendations**

**Project Manager:** Elizabeth Schuh, Simone Weil, and Kristin Ihnchak

**Team:** Edwards, Elam, Hollander, Nolin,

**Description:** ON TO 2050 outlines a number of policies to advance the region's economy, infrastructure, and communities. While the plan also offers many strategies for implementation, this project will identify opportunities to fully integrate recommendations into various ongoing and new policy work products. This project will also coordinate with the same item in the planning work plan to identify opportunities to more strongly integrate recommendations in local plans.

**Products and Key Dates:** Internal memo on project revisions (February 2018). Coordinate on proposed initiatives with the ON TO 2050 Integration item in the Local Planning Work Plan (Spring 2019)

## **AREA 3: CMAP/MPO Committee Support and Legislative Strategy**

### **State Legislative Analysis and Engagement**

**Project Manager:** Gordon Smith

**Team:** Cefali, Weil, other policy staff





**Description:** Under this project, staff will monitor legislative activities of the Illinois General Assembly and actions taken by the Governor, such as passage of legislation, vetoes, executive orders, or other relevant announcements that impact our region. Staff will maintain relationships with members of the Illinois General Assembly and key staff, Governor's Office, relevant constitutional offices, and state agencies to keep abreast of these activities. Staff will also maintain relationships with CMAP's partners and stakeholders to keep informed with their legislative concerns and initiatives.

Staff will also analyze bills of significant interest to CMAP and the status of these bills as they move through the legislative process. Staff will provide written and verbal reports on these activities regularly to executive staff, CMAP board, policy, and working committees. Staff will communicate the board's key policy positions and CMAP policy, planning, and programming activities to members of the General Assembly, and relevant legislative and administrative staff. Staff will develop Policy Updates on relevant topics of interest. Staff will convene members of the Illinois General Assembly on a semi-regular basis to provide agency updates and identify shared regional challenges.

**Products and Key Dates:** State Agenda (November 2018). Monthly Board report, final legislative report (September 2019). Veto session report (TBD). Policy Updates on state legislative issues (ongoing). Fact sheets on GO TO 2040 and ON TO 2050 priorities (as needed). Statewide MPO coalition building (ongoing). Convene General Assembly CMAP coalition (biannually). Convene partners (during sessions). General Assembly Member meetings in Springfield (during sessions). General Assembly Member meetings in-region (ongoing).

## Federal Legislative Strategy

**Project Manager:** Melissa Porter

**Team:** Schnobrich, other staff as assigned

**Description:** Under this project, staff will monitor actions in the U.S. Congress and other relevant federal agencies that impact our region. Specific continuing areas of focus include policy related to the FAST Act, rail safety legislation, annual appropriations bills, and Water Resources Development Acts.

**Products and Key Dates:** Federal Agenda (January 2019). Policy Updates on federal legislative issues (ongoing).





## CMAP Committee Support

**Team:** Porter, Elam, Manning-Hardimon (policy committees); Elam, Navota, Schuh (coordinating committees); Grover, Dixon (advisory committees); Beck, Dobbs, Edwards, Harris, Ostrander, Scott, (working committees); Garritano, Kane, McMahon, Silberhorn, Weil.

**Description:** CMAP has [committees](#) at the policy, coordinating, advisory, and working levels that play integral roles in the agency's planning processes. CMAP provides staff support to these committees. Committees will focus on the development and implementation of the ON TO 2050 plan and continued implementation of GO TO 2040. While many implementation areas of the plan are led by CMAP, other areas require leadership from other implementers. Moving forward, CMAP's committees, primarily at the working level, should be used to ensure that CMAP can develop bold and meaningful policies for the next plan and ensure the region and measure progress toward plan implementation on both staff work and efforts by outside implementers.

**Products:** Agendas, meeting minutes, and supporting materials, for policy, coordinating, advisory, working levels (ongoing). Collect and share information on GO TO 2040 implementation and ON TO 2050 activities occurring throughout the region at the working committee level (ongoing).

**TABLE 5: BUDGET DETAIL, POLICY ANALYSIS AND DEVELOPMENT**

OPERATING	
	TOTAL
PERSONNEL	
Salaries	1,355,100
Retirement	169,600
FICA	76,400
Medicare	19,600
Health	145,600
Dental	10,100
Vision	2,400
<b>TOTAL</b>	<b>1,778,800</b>
<b>Employee PY</b>	<b>14.6</b>
Indirect Charge	491,400
COMMODITIES	
Publications	9,500
Data Acquisition	2,000
<b>TOTAL</b>	<b>11,500</b>



<b>OPERATING EXPENSES</b>	
Staff Assoc. Membership	2,250
Legal Services	50,000
Conference Registrations	12,500
Training	1,800
Travel Expenses	52,000
<b>TOTAL</b>	<b>118,550</b>
<b>OCCUPANCY EXPENSES</b>	
Rent	236,900
Telecommunications	8,800
Utilities	9,500
Willis Tower Parking	2,940
<b>TOTAL</b>	<b>258,140</b>
<b>TOTAL EXPENSES</b>	<b>2,658,390</b>

<b>REVENUE</b>	
UWP Operating - FY2019	2,119,228
Match - FY2019	529,807
General Fund	9,355
<b>TOTAL REVENUE</b>	<b>2,658,390</b>



# Performance-Based Programming Program

**Program Oversight:** Jesse Elam

Prioritized transportation investment through performance-based funding is a major transportation policy priority of ON TO 2050 and GO TO 2040. While these plans recommend new or innovative revenue sources, the larger emphasis for this program is on making more cooperative, transparent, prioritized decisions that promote inclusive growth, using the best evaluation criteria possible. This core program carries out MPO programming functions (CMAQ, Transportation Alternatives, STP) and refines the region's capacity to evaluate the larger universe of transportation expenditures and needs in northeastern Illinois. It also carries out federal requirements related to performance measurement and the Congestion Management Process.

## CMAQ and TAP Method Refinement and Program Development

**Project Manager:** Doug Ferguson

**Team:** Menninger, Frank, Nicholas, Brown, Ross, Irvin

**Description:** The Congestion Mitigation and Air Quality Improvement (CMAQ) program and Transportation Alternatives program (TAP) are federal fund sources programmed by CMAP. A joint call for projects for these two programs will be held starting in January 2019, followed by staff evaluation and discussion by CMAP committees. In advance of the call for projects, staff will review the evaluation and prioritization methods to ensure they align with draft ON TO 2050 recommendations and other priorities with committee discussion. This will also include internal processes to incorporate feedback from planning and policy staff on project selection. In discussion with stakeholders, staff will also implement methodological improvements where needed.

**Products and Key Dates:** Revisions to methods (ongoing); call for projects released (January 2019)

## STP Shared Fund Program Development

**Project Manager:** Elizabeth Irvin

**Team:** Bozic, Menninger, Murtha, Frank, Brown, Schmidt, D. Ferguson

**Description:** The local Surface Transportation Program agreement approved in October 2017 includes a new shared fund for municipalities and regional partners to undertake larger, more transformative projects than the Councils of Mayors would be able to fund with their local allotments. Working with the STP Project Selection Committee, this project will define eligibility rules, develop methods for evaluating proposals, and undertake other tasks needed to establish



the details of the shared fund. A call for projects will be held starting in January 2019 in conjunction with the CMAQ/TAP call.

**Products and Key Dates:** Revisions to methods (ongoing); call for projects released (January 2019)

## **Establishment of Performance Targets**

**Project Manager:** Martin Menninger

**Team:** Dobbs, Murtha, Schmidt, Frank, Menninger, D. Ferguson

**Description:** MAP-21 set out a new emphasis in the federal transportation program on achieving performance targets. The rule-makings implementing MAP-21's requirements were completed in spring 2017. This project will undertake numerous activities needed to comply with the rules, including calculating baseline performance, recommending targets for committee discussion, and modifying the TIP to include an estimate of how the region's investments will help make progress toward the targets. Additional methodological development is needed to tie investment to target achievement, particularly on transit asset condition, where staff may seek to work with RTA and the service boards to develop a network-level scenario tool to compare the benefits of alternative investments. CMAP will also consider developing policy guidance on tradeoffs between traffic safety and congestion performance.

**Products and Key Dates:** Calculate system performance measures (ongoing); refine methods of tying investment to target achievement (ongoing).

## **Performance Monitoring**

**Project Manager:** Todd Schmidt

**Team:** Murtha, Nicholas, Frank, Bozic, Rodriguez, interns

**Description:** This project oversees the diverse efforts undertaken at CMAP to monitor the performance of the transportation system, including ongoing data acquisition, processing, visualization, and updating of the performance measurement pages on the CMAP website. One purpose is for basic performance tracking through a selection of transportation indicators while another is the continued refinement of the information used to guide project programming. Focus areas will continue to include updating performance measure website with more recent data and visualizations and use of the Regional Data Archive, the National Performance Research Dataset, and IDOT safety data together to understand the impacts of incidents on highway performance. This project also includes development and support of the Transportation Data Archive, which this year will focus on user-friendliness and determining the best approach to archiving transit operations data as well as scoping a potential regional



parking pricing study. Traffic signal and non-motorized facility and count field data collection and inventory work will continue.

**Products and Key Dates:** Update performance measure website (October 2018); Deliver VMT data to IDOT (February 2019); introduce new applications for Transportation Data Archive (June 2019).

## **Transit Ridership and Capacity Analysis**

**Manager:** Martin Menninger

**Team:** Bozic, N. Peterson

**Description:** Following up on work in the transit ridership growth study in the previous fiscal year, this project will analyze transit capacity needs across the system based on expected growth in usage. Project start depends on completion of final model calibration and validation efforts in the Research and Analysis program. The project will also follow up with additional details on the analyses carried out in the ridership growth study, likely including an identification of the stations that might benefit most from upgrades.

**Key dates:** Draft report (December 2018).

## **Pavement Management Pilot Program**

**Project Manager:** Todd Schmidt

**Team:** D. Ferguson, Manno, Rodriguez

**Description:** Asset management is a process to minimize the life-cycle asset costs necessary to attain performance goals, providing superior outcomes within constrained budgets. In northeastern Illinois, most of the counties have pavement management systems for their jurisdictional routes. However, the state of the practice is less advanced for municipalities, only half of which indicated they used pavement management systems in CMAP's 2016 municipal survey. Furthermore, data on pavement condition is not collected in a complete database. As part of the new local Surface Transportation Program agreement approved October 2017, the region is to acquire pavement condition data on the local jurisdiction Federal-aid system to use as a factor in funding distribution. This project will have two main tasks: (1) collect or assemble existing pavement condition data for all federal-aid local jurisdiction roads in the CMAP region and (2) complete pavement management asset plans for a select number of municipalities. A final report will include lessons learned and recommendations for continuation of the program.

**Products and Key Dates:** Procurement and selection of participating municipalities (before FY 2019 begins); complete pavement management plans and final report (June 2019).



## Local Safety Analysis

**Project Manager:** Todd Schmidt

**Team:** Nicholas, Frank, interns

**Description:** As part of the Transportation Performance Management (TPM) program, the Safety Performance Management (Safety PM) requires MPOs to integrate safety goals into the planning and programming process to help meet the safety targets. CMAP completed a safety white paper that identified a number of ways CMAP can incorporate safety into its planning and programming process. One way identified in the paper was to produce actionable safety analysis for communities. First, this project will develop a series of reports that will identify locations that would benefit from roadway safety projects. Next, CMAP staff will conduct outreach to communities that have jurisdiction at the locations identified in the first step to see if and how CMAP can use its resources to assist in securing funding to address safety at the location.

**Products and Key Dates:** Scope (August 2018), reports (December 2018), outreach (February 2019), HSIP submittal due (TBD).

## Regional Intelligent Transportation System (ITS) Architecture Update

**Project Manager:** Claire Bozic

**Team:** Murtha, Schmidt

**Description:** ON TO 2050 identified the need to improve traffic operations. In addition, both county and IDOT partners have identified the need to move from a distributed traffic management center model to a more unified system capable of such tasks as integrated corridor management and coordinated operations response. This will require substantial planning for information collection and flows, the result of which would be a revision to the Regional Intelligent Transportation System (ITS) Architecture. The architecture update will also include the development of more robust concepts of operations, and incorporation of ON TO 2050 goals, objectives, and performance measures in the ITS architecture's planning section. A new element of the ITS architecture will be a document recommending regional communication system implementation standards with a foundation based on research into the region's existing communication infrastructure, emerging communication technologies, and best practices in communications technology implementation. The project will require extensive outreach and coordination with our partners. Procurement of consultant support is expected. A final architecture that includes required documents and a web-based presentation is expected in 2019.

**Products and Key Dates:** Scope (August 2018), outreach (October 2018 - March 2019), procurement (spring 2019), final architecture update (December 2019).



# Freight Bottleneck Elimination Conceptual Engineering Analysis

**Manager:** Tom Murtha

**Team:** Bozic, Schnobrich, consultant services

As part of the ON TO 2050 Freight Snapshot, truck bottleneck locations were identified in the region on the National Highway System (NHS) using vehicle probe data. Truck bottlenecks occur at locations that consistently experience low travel speeds due to an operational or network deficiency. In addition, excessive delays for motorists occur at some highway-rail grade crossings. This project will focus on grade crossings with excessive delay and on truck bottlenecks that occur off the Interstate system. Many of these locations are on arterials around O'Hare International Airport, the southwest side of Chicago, and the southwest part of the region in Will County. For this project, CMAP would dig deeper into CMAP's grade crossings (building off of previous CREATE work) and truck bottleneck locations. The engineering study will first determine if there is a roadway deficiency. Next, the study will develop possible solutions to eliminate the delay. The firm, with CMAP staff assistance, will explore ways of incorporating the results of the study into CMAP's programming activities, including working with CREATE partners.

**Products and Key Dates:** Scope (January 2019, dependent on further prioritization of Regional Strategic Freight Plan follow-up), Procurement and selection of engineering firm (third and fourth quarters of FY2019)



**TABLE 6: BUDGET DETAIL, PERFORMANCE-BASED PROGRAMMING**

<b>OPERATING</b>	
	<b>TOTAL</b>
<b>PERSONNEL</b>	
Salaries	802,600
Retirement	58,900
FICA	49,300
Medicare	11,600
Health	136,600
Dental	9,100
Vision	2,100
Interns	30,000
<b>TOTAL</b>	<b>1,100,200</b>
<b>Employee PY</b>	<b>9.1</b>
Indirect Charge	295,700
<b>COMMODITIES</b>	
Publications	500
Data Acquisition	50,000
<b>TOTAL</b>	<b>50,500</b>
<b>OPERATING EXPENSES</b>	
Staff Assoc. Membership	750
CMAA Assoc. Membership	5,000
Conference Registrations	2,100
Training	5,000
Travel Expenses	8,225
<b>TOTAL</b>	<b>21,075</b>
<b>OCCUPANCY EXPENSES</b>	
Rent	147,700
Telecommunications	5,500
Utilities	5,900
<b>TOTAL</b>	<b>159,100</b>
<b>CONTRACTUAL SERVICES</b>	
Software Maintenance/Licenses	32,000
Consulting Services	150,000
<b>TOTAL</b>	<b>182,000</b>
<b>TOTAL EXPENSES</b>	<b>1,808,575</b>





REVENUE	
UWP Operating - FY2019	1,446,860
Match - FY2019	361,715
<b>TOTAL REVENUE</b>	<b>1,808,575</b>

# Vision for the Northeastern Illinois Expressway System

**Program Oversight:** Jesse Elam

In cooperation with the Illinois Department of Transportation (IDOT) and the Illinois State Toll Highway Authority (Tollway), CMAP is developing a vision for the northeastern Illinois expressway system. The document will be a comprehensive, planning-level examination of the investments and management strategies needed to improve the condition and performance of the expressway system, including corridor recommendations supported by conceptual engineering and order-of-magnitude cost estimation. The objective is to take a fresh, innovative look at the expressways and chart a bold, long-term course for the system, regardless of ownership, that future IDOT and Tollway capital programs and operating policies can draw from.

## Recommendation Development and Implementation

**Manager:** Tom Murtha

**Team:** Bozic, Irvin, Menninger

**Description:** The core of the project will be translating existing performance, expected trends, desired goals, and policy considerations into innovative recommendations for specific corridors. Conceptual engineering will include operational and construction feasibility review, along with order-of-magnitude total project cost, for roadway, freight-specific, and transit elements. Lastly, this task will consider actions needed to accomplish the projects in the Vision. This includes recommended delivery vehicles for the corridor projects. If significant federal and state legislation, interagency agreements or policy changes are required to accomplish any of the proposals in the Vision, these changes will be included as recommendations. Under this task, furthermore, the consultant will consider how to include projects in ON TO 2050 and how to stage the projects for implementation. This element also includes revenue estimation and financing mechanisms.

**Key dates:** Final report (December 2018)



## Modeling and Benefits Estimates

**Manager:** Claire Bozic

**Team:** Murtha, Ross

**Description:** Under this element, sketch-level revenue estimates will be refined using the travel demand model and traffic diversion impacts will be gauged. In order to convey the importance of pursuing the recommended investments, this task will estimate the economic impacts of the corridor recommendations with specific attention given to personal income and jobs. Furthermore, the corridor-level travel benefits of the improvements will also be reported, focusing on metrics that best measure benefits from a local and customer perspective.

**Key dates:** Final report (December 2018)

## Communications Strategy

**Manager:** Mandy Burrell Booth

**Team:** Murtha, Fassett Smith, consultant services

**Description:** This task will produce the Vision document and associated animations, renderings, and sketches illustrating proposed corridor improvements and other illustrative charts. It will also handle media and stakeholder outreach associated with the project.

**Key dates:** Final document (December 2018); media and stakeholder outreach (ongoing)

## Transportation Improvement Program (TIP)

**Program Oversight:** Teri Dixon

The purpose of the TIP is to establish and implement a short-range transportation program implementing the long-range transportation goals identified in GO TO 2040 and the upcoming mandates of ON TO 2050. This program develops and actively manages the region's TIP. Products developed under this work program also assess accomplishment of the TIP and evaluate how it meets future goals of ON TO 2050 and the goals of GO TO 2040, and moves the region toward performance-based programming.

Federal, state, and local policies and regulations are monitored and analyzed to ensure CMAP's TIP satisfies these requirements. The region is required by federal law to develop and maintain a fiscally constrained TIP which, together with the fiscally constrained major capital projects in GO TO 2040 and imminent goals, conforms to the State Implementation Plan (SIP) demonstrating how the region will attain national ambient air quality standards.



## Transportation Improvement Program (TIP) Development and Management

**Project Manager:** Kama Dobbs

**Team:** Dixon, Kos, Maddux, Pietrowiak, Zubek, Verbeke

**Description:** Work with stakeholders in the region to align the TIP with the GO TO 2040 and ON TO 2050 long range plans. Develop and use reporting tools to support project choices implementing the plans and performance-based programming. Manage TIP project entry and changes and process TIP amendment approvals through CMAP committees. Produce the annual obligation report documenting expenditure of funds and progress of capital projects in the region.

**Products and Key Dates:** TIP with updates and amendments (as needed); TIP documentation including maps, fiscal marks, general public brochures, training materials/courses, and web pages (On-Going); annual obligation analysis report (October 2018); chart analysis of expenditure information to identify spending trends (Nov 2019); fiscal marks (November 2018); FFY 2019-2024 TIP document (October 2018); digitized catalog all TIP/MPO related information (June 2019); Agendas, meeting minutes, and supporting materials for the Transportation Committee (as needed, approximately 8 times per year).

## Conformity of Plans and Program

**Project Manager:** Russell Pietrowiak

**Team:** Bozic, Dixon, Heither, Kos

**Description:** Northeastern Illinois does not attain national ambient air quality standards for certain pollutants. It is currently classified as a non-attainment area for the eight-hour ozone standard adopted in 2008.

To meet air quality requirements, the region must implement a transportation program which will help reduce levels of these pollutants or maintain the existing levels within the budgets established in the Illinois Environmental Protection Agency's State Implementation Plan (SIP). As part of the transportation planning and programming process, the impact of proposed transportation activities on the region's air quality is evaluated. This evaluation, called a conformity analysis, is submitted to the U.S. Environmental Protection Agency for assessment before a long-range regional transportation plan or TIP is approved or amended. The conformity analysis must demonstrate that the emissions resulting from the plan and TIP meet the requirements of ("conform to") the air quality regulations. To ensure the flow of federal transportation funds to the region, state and federal legislative and regulatory changes are tracked and appropriate changes made, informed by the Tier II consultation process. Staff provides support for development of SIPs.



**Products:** ONTO 2050/TIP conformity analysis reports (as needed, generally twice a year); Documentation of conformity process (On-Going). Updated data and methods used in conformity analyses (On-Going); Analyses of air quality issues for regional decision-makers (as needed); Mobile source greenhouse gas emissions estimate to support other agency work (On-Going); Agendas, meeting minutes, findings and interagency agreements, and supporting materials for the Tier II Consultation Team (as needed).

## **CMAQ and TAP-L Active Program Management**

**Project Manager:** Jen Maddux

**Team:** Dixon, Dobbs, D. Ferguson, Maddux, Pietrowiak, Verbeke

**Description:** Actively manage the CMAQ and TAP-L programs developed by CMAP to ensure that transportation projects proceed in a timely manner and all available funding is used efficiently, using adopted policies. Prepare active program management reports for the CMAQ Project Selection Committee to document and recommend action on regional expenditure targets and progress towards them.

**Products and Key Dates:** Semi-annual project reviews and action recommendations (November 2018 and May 2019); Report on the accomplishment of the annual CMAQ obligation goal (September 2018); updated CMAQ and TAP-L project change requests in project change memos containing staff recommendations for action (ongoing); provide semi-annual updates on the CMAQ and TAP-L programs to the Transportation Committee (January 2019 and June 2019); Agendas, meeting minutes, and supporting materials for the CMAQ Project Selection Committee (as needed, generally six times/year); Supporting information for CMAQ and TAP-L calls for projects (as needed).

## **Active Program Management – Locally Programmed Projects**

**Project Manager:** Russell Pietrowiak

**Team:** Dixon, Dobbs, Maddux, Zubek, Verbeke

**Description:** Develop annual fiscal marks and maintain fiscal constraint for local STP programs in the TIP. Develop active program management reports, track funding and continue implementation of locally programmed projects. Organize and oversee locally programmed project status assessments. Participate in District 1 and coordination meetings for the Councils and CDOT.

**Products and Key Dates:** Fiscal marks (November 2018 with updates as needed). Program management reports and recommendations (ongoing); Monitor and analysis programmed projects and produce a report of activities (generally 2-3 times/year); funding analyses and recommendations (as needed).



## Council of Mayors Support

**Project Manager:** Teri Dixon

**Team:** Dobbs, Maddux, Pietrowiak, Zubek

**Description:** Provide guidance and support for the Council of Mayors (COM) and Planning Liaison program, including developing and conducting training sessions, working with council staff, and ensuring that council activities support federal and state regulations and guidance. Ensure communication between CMAP and municipal officials by coordinating outreach to and participation in local council of mayors and council of governments meetings and events. Develop talking points for staff use while attending sub-regional Council meetings. Ensure coordination and communication among CMAP divisions involved with public outreach to the councils. Staff the Council of Mayors Executive Committee and Planning Liaison meetings.

**Products and Key Dates:** Talking points for CMAP staff participating in COM/COG/Transportation Committee meetings (On-Going); agendas, meeting minutes, and supporting materials for the Council of Mayors Executive Committee (as needed, generally four times per year); supporting materials for Planning Liaison meetings (as needed, approximately 8 times per year); general and topic-specific training materials for planning liaisons (as needed).

## STP Program Management and Development

**Project Manager:** Kama Dobbs

**Team:** Dixon, Elam, D. Ferguson, Maddux, Pietrowiak, Zubek

**Description:** The local Surface Transportation Program agreement approved in October 2017 includes provisions to develop guidelines and procedures for active program management (APM) and to refine local project selection methodologies to incorporate the use of performance based measures to support implementation of ON TO 2050. Working with the STP Project Selection Committee, a system for ensuring timely implementation of projects selected for shared fund and local STP funding will be developed. Assistance will be provided to the local councils and City of Chicago to develop and update project selection methodologies that support the approved agreement. Together with the STP Shared Fund Program Development team, staff support for the STP Project Selection Committee and communication and outreach to the councils, counties, and other partners will be provided.

**Products and Key Dates:** Active Program Management system (September 2018); agendas, meeting minutes, and supporting materials for the STP Project Selection Committee (monthly reports, presentations and supporting materials for outreach meetings (as needed); Updated local council and CDOT methodologies (ongoing).



## **eTIP Database Development and Maintenance**

**Project Manager:** Kama Dobbs

**Team:** Dixon, Kos, Maddux, Pietrowiak, Zubek, Verbeke

**Description:** The eTIP database is made up of distinct but connected components: a back end for storing, processing, and organizing data; a user interface for implementers to enter and update data; and a GIS-based mapping application for entering, displaying, querying, and retrieving location-based data. On-going maintenance is required, together with development and implementation of features needed to support programming requirements and other CMAP activities.

**Products and Key Dates:** Up-to-date, fully functional user interface (Ongoing); Up-to-date, fully functional administrator interface (Ongoing); Up-to-date, fully functional public interface (Ongoing).



**TABLE 7: BUDGET DETAIL, TRANSPORTATION IMPROVEMENT PROGRAM (TIP)**

<b>OPERATING</b>	
	<b>TOTAL</b>
<b>PERSONNEL</b>	
Salaries	559,200
Retirement	73,200
FICA	34,700
Medicare	8,100
Health	63,000
Dental	4,800
Vision	1,200
Interns	11,625
<b>TOTAL</b>	<b>755,825</b>
<b>Employee PY</b>	<b>7.3</b>
Indirect Charge	205,600
<b>OPERATING EXPENSES</b>	
Staff Assoc. Membership	750
Conference Registrations	1,400
Training	5,200
Travel Expenses	16,354
<b>TOTAL</b>	<b>23,704</b>
<b>OCCUPANCY EXPENSES</b>	
Rent	117,600
Telecommunications	4,400
Utilities	4,700
<b>TOTAL</b>	<b>126,700</b>
<b>CONTRACTUAL SERVICES</b>	
Professional Services	109,992
<b>TOTAL</b>	<b>109,992</b>
<b>TOTAL EXPENSES</b>	<b>1,221,821</b>
<b>REVENUE</b>	
UWP Operating - FY2019	977,457
Match - FY2019	244,364
<b>TOTAL REVENUES</b>	<b>1,221,821</b>



# ON TO 2050 Development

**Program Management:** Liz Schuh

This program will complete development of ON TO 2050, which is due to be complete in October 2018. GO TO 2040 provides a solid foundation and vision for the future of the region. Development of the next comprehensive regional plan will build upon that foundation and refine the major policy objectives of GO TO 2040 in a manner that is supportive of the agency's core land use and transportation functions, as well as identify limited new policy directions that are complementary to CMAP's role. More specific policies and recommendations will address both the level of detail in the current plan's policies as well as expand to place-based approaches for some policy areas. A draft plan will be released in June 2018, and work in FY 2019 will focus on refining recommendations per feedback, completing all technical processes and documentation, and other work essential to finalizing and implementing the plan. Continuing stakeholder and public engagement is a core component of this approach. This work will culminate in presentation of the Draft ON TO 2050 plan to the CMAP Board and MPO for approval in October 2018, setting the stage for the agency's work in the near future.

## AREA 1: Plan Outreach and Communications

### Comprehensive Plan Communications Strategy

**Project Manager:** Tina Fassett Smith

**Team:** Schuh, Garritano, Ihnchak, and other relevant staff

**Description:** This area will support the comprehensive plan program co-leaders by continuing the implementation of a focused communications strategy to enhance the effectiveness of all projects within the program. This effort will include helping program and project leaders to articulate clear priorities that are necessary for successful stakeholder engagement and for the success of the plan itself. This project will develop a new long-term communications and outreach strategy document to be updated annually. FY 2019 activities will include finalizing messages and communication strategies for key stakeholders around the final ON TO 2050 plan, completing required supportive web and print materials, and building media and stakeholder awareness of the plan and engagement opportunities. This project will also overlap with activities in the main Communications and Outreach work program centered on conceiving and executing visual assets (e.g., illustrations, animations, photos, and videos) for the draft and final versions of the plan.

**Products and Key Dates:** Finalize messaging and communications strategies for plan launch (through October 2018). Promote public comment period for draft plan (through August 2018). Prepare public-facing materials in preparation for engagement around the launch and final plan (summer 2018). Deploy and continually enhance interactive infographics and web mapping





tool for layers and interactives (ongoing). Finalize plan website for full rollout to coincide with launch event (ongoing). Carry out other ongoing communication activities to be identified in support of ON TO 2050.

## **Comprehensive Plan Outreach Strategy**

**Project Manager:** Jane Grover

**Team:** Ihnchak, Schuh, Garritano, Cambray, Harris, Raby, and other relevant staff

**Description:** The outreach strategy for ON TO 2050 will seek to establish and expand a broad coalition of support among a variety of audiences, including elected officials and local governments, service providers, business leaders, nonprofit organizations, philanthropic stakeholders, community organizations, and others. Specific outreach activities in FY 2019 will include engagement for the plan launch, ongoing community workshops and forums, corporate engagement, development and deployment of an online engagement tool, kiosk deployment, holding a required public hearing, and tracking all contacts and feedback. Engagement to support development of ON TO 2050 will also be used to update CMAP's Public Participation Plan, highlighting meaningful and inclusive outreach. In addition, the outreach team will provide support to project leaders in engagement efforts around specific topics of interest to the planning process.

**Products and Key Dates:** Draft engagement appendix for ON TO 2050 (July 2018). Support all planning and execute logistics for launch event (ongoing, October 2018). Develop and execute strategy for draft plan engagement (ongoing). Targeted stakeholder and partner engagement (ongoing). Hold required public open houses and hearings (July-October 2018).

## **ON TO 2050 Launch Event**

**Project Manager:** Mandy Burrell Booth

**Team:** Grover, Fassett Smith, Silverberg, Silberhorn, Apap, Catalan-Sanchez, Schuh, plus other relevant staff.

**Description:** Building on the work initiated in FY 2018, communications, outreach, and other staff will execute the communications and outreach strategy for the launch of ON TO 2050. This includes strategy around the launch of the draft materials for public comment in June of 2018, the launch event in October 2018, and the immediate post-launch period. This will include modifying messaging and media strategy, inclusive outreach strategy and activities as needed.

**Products and Key Dates:** Complete execution of communication strategy for public comment period (August 2018). Finalize launch messaging and promote launch event as outlined in ON TO 2050 launch communications strategy document (August to October 2018). Execute launch event in collaboration with external partners, consultants, and agency staff (October 2018).



Follow up with media, partners, and stakeholders as needed during immediate post launch period and begin transitioning messaging more clearly to immediate implementation goals (October to November 2018).

## **AREA 2: Final Plan Development**

### **Plan Development**

**Project Manager:** Liz Schuh

**Team:** Beck, Burch, Day, Edwards, Elam, Hollander, Ihnchak, Irvin, Navota, Weil, Williams-Clark, Fassett Smith, Garritano, and other relevant staff

**Description:** In FY 2019, CMAP staff will actively engage committees and stakeholders on the draft plan and respond to substantive feedback on its draft recommendations.

**Products and Key Dates:** Meetings with stakeholders and committees (Ongoing). Release Draft Plan (June 2018, occurs in FY 2018). Revised plan draft (September 2018). Final ON TO 2050 Plan (October 2018).

### **Regionally Significant Project Evaluation**

**Project Manager:** Martin Menninger

**Team:** Bozic, Frank, Heither, Irvin, N. Peterson, Menninger, Murtha, Schuh, D. Ferguson

**Description:** This project will determine the universe of transportation projects to be considered in ON TO 2050 and evaluate the projects' performance against an appropriate set of metrics. Transit project evaluation will be carried out in collaboration with the RTA. Committee engagement will be ongoing throughout the process, including verification of the measures to be used and review of the results.

**Products and Key Dates:** Prepare final Regionally Significant Project Benefits report for plan appendix (July 2018). Finalize analysis for Transportation Committee review and adoption (September 2018). Committee engagement (ongoing).

### **Financial Plan Development**

**Project Manager:** Lindsay Hollander

**Team:** Elam, D. Ferguson, Schuh, Schmidt

**Description:** This project will update revenue and expenditure information and the overall fiscal constraint of the plan from GO TO 2040 and develop new forecasts for ON TO 2050.



There will be a particular emphasis on understanding the tradeoffs of different investment strategies, as well as in engaging key stakeholders throughout the process. Staff will also conduct analysis of potential new and refined revenue sources. This project will involve close collaboration with the capital project evaluation.

**Products and Key Dates:** Meetings with stakeholders and committees (Ongoing through October 2018). Final financial plan and ON TO 2050 appendix (September 2018).

## **Socioeconomic Forecast and Local Area Allocation**

**Project Manager:** David Clark

**Team:** Schuh, Heither, N. Peterson, Prasse, and other relevant staff

**Description:** With consultant support, develop tools necessary to support ongoing population forecasting and allocation efforts. FY 2019 activities include finalizing the local allocation of the regional population total based on draft plan feedback. Staff will also assist in development of materials to communicate the results of the regional socioeconomic forecast.

**Products and Key Dates:** Meetings with stakeholders and committees (Ongoing). Draft plan appendix (July 2018). Finalize analysis for Transportation Committee review and adoption (September 2018).

## **Plan Indicators Development**

**Project Manager:** Noel Peterson

**Team:** Schuh, D. Clark, N. Ferguson, Heither, Vernon, and other relevant staff

**Description:** GO TO 2040 includes a set of indicators to track the plan's progress toward implementation. The 2014 Plan Update revised several of these indicators, including modifying the way in which the indicator was measured to respond to data availability. This project assessed both the GO TO 2040 indicators and the kindred indicators in the regional economy and tax policy areas. In FY 2019, this project will finalize indicators for ON TO 2050 based on feedback on the draft plan and indicators.

**Products and Key Dates:** Meetings with stakeholders and committees (Ongoing through October 2018). Final indicators and plan appendix (September 2018).



## Place-Based Approach: Local Strategy Maps

**Project Managers:** Lindsay Bayley

**Team:** Ihnchak, Vernon, Williams-Clark, strategy paper project managers, and other relevant staff

**Description:** One goal of ON TO 2050 is to utilize a “place-based approach” to translate the plan’s broad regional policies into local solutions for a variety of partners. The selected approach, layers, will use data layers and mapping to provide targeted and more localized recommendations for key policy areas. This program area finalizes development of the selected layers and associated recommendations. CMAP committees and other stakeholders will continue to be strategically engaged in the development of this approach.

**Products and Key Dates:** Meetings with stakeholders and committees (Ongoing through October 2018). Final plan appendix (September 2018).

## AREA 3: ON TO 2050 Implementation

### CMAP Committee Evaluation

**Project Managers:** Simone Weil

**Team:** Porter, Schuh, Williams-Clark, and other staff as assigned

**Description:** Following the adoption of ON TO 2050, CMAP committees will be revised to aid implementation of the plan. Development of the plan also involved collaboration with numerous stakeholders new to CMAP, many of whom could play a strong supporting role on committees. This project will evaluate the existing committee structure and identify options to fully implement the recommendations of ON TO 2050 and leverage regional expertise.

**Products and Key Dates:** Draft proposal for revised current structure, topics, and membership of the CMAP working committees (November 2018). Final proposal for shifts in the current structure, topics, and membership of the CMAP working committees (January 2019).

### ON TO 2050 Implementation Report

**Project Manager:** Tina Smith

**Team:** Apap, Catalan, Ihnchak, Schuh

**Description:** ON TO 2050 will propose actionable recommendations, quantitative benchmarks, and major policy shifts for the region’s infrastructure, economy, development patterns, governments, and environment. An annual implementation report or other product will track



progress on the plan's recommendations. This project will first define the scale and approach for the series of ON TO 2050 implementation reports. Drafting and publication will continue into FY 2020.

**Products and Key Dates:** Memo on proposed format and content (April 2018). Implementation report (October 2019).

**TABLE 8: BUDGET DETAIL, COMPREHENSIVE REGIONAL PLAN  
DEVELOPMENT PROGRAM**

<b>OPERATING</b>	
	<b>TOTAL</b>
<b>PERSONNEL</b>	
Salaries	303,800
Retirement	22,300
FICA	18,200
Medicare	4,400
Health	42,700
Dental	2,900
Vision	700
<b>TOTAL</b>	<b>395,000</b>
<b>Employee PY</b>	<b>3.5</b>
Indirect Charge	109,100
<b>COMMODITIES</b>	
Office Supplies	5,500
<b>TOTAL</b>	<b>5,500</b>
<b>OPERATING EXPENSES</b>	
Postage/Postal Services	4,000
Meeting Expenses	55,500
Printing Services	103,000
Travel Expenses	3,420
<b>TOTAL</b>	<b>165,920</b>
<b>OCCUPANCY EXPENSES</b>	
Rent	56,000
Telecommunications	2,100
Utilities	2,200
<b>TOTAL</b>	<b>60,300</b>



<b>CONTRACTUAL SERVICES</b>	
Professional Services	30,000
<b>TOTAL</b>	<b>30,000</b>
<b>TOTAL EXPENSES</b>	<b>765,820</b>
<b>REVENUE</b>	
UWP Operating - FY2019	568,256
Match - FY2019	142,064
General Fund	55,500
<b>TOTAL REVENUE</b>	<b>765,820</b>



# Research and Analysis Program

**Program Oversight:** Craig Heither and Andrew Williams-Clark

This core program's primary mission is to ensure that CMAP staff and planning partners have access to quality data resources and state-of-the-art analysis tools supported by a well-trained research team that is fully engaged in the technical implementation challenges of the plan, including the development and refinement of methodologies to measure the key principals of inclusive growth, resilience, and prioritized investment. This program serves as a primary data resource for regional land use and transportation planning in our region and supports CMAP's ongoing data exchange and dissemination activities. It provides data and technical support to several ongoing regional planning and policy initiatives including implementation of the ON TO 2050 Plan. The program benefits CMAP staff and partners who rely on current and reliable data resources to conduct planning analyses. This program also serves CMAP's longstanding commitment to preparing regional forecasts and modeling analyses to support transportation, land use, and environmental planning. In addition to maintaining standard modeling procedures essential to regional program and plan evaluations, this program implements CMAP's strategic plan for advanced model development in response to priority policy analyses and comprehensive regional planning questions established by ON TO 2050. Major focal points for this core program are development of a land use model and conducting a new regional household travel survey.

## Regional Inventories

**Project Manager:** David Clark

**Team:** Brown, Dryla-Gaca, Morck, Pedersen, Peterson, Prasse, Ross, Vernon, Interns

**Description:** Development and maintenance of specialized datasets used in policy analysis, local planning, programming decisions and modeling activities. On-going tasks include maintaining and updating regional datasets such as: land use inventory, development database (NDD), employment estimates, community data snapshots, bikeways inventory (BIS), the bike/pedestrian count database, and the traffic signal inventory (HTSI). Priorities for FY 2019 include: identifying and developing additional datasets to support implementation of a land use model, completion of an updated regional map for external distribution, and a review of development database procedures and products to streamline workflow and provide external access.

**Comprehensive Budget Products and Key Dates:** 2015 Land Use Inventory update (draft complete Q4). Employment data (final 2017 estimates at the local level in Q4). NDD and BIS datasets (updated continuously, posted as needed). Aerial imagery scanning project (complete scanning of 1985 set Q1). FPA, Local Technical Assistance Archive (ongoing). Bike Count Data Repository (v2 release in Q2). Traffic Signal Inventory (v2 release in Q3). Community Data Snapshots (ACS '12-'16 update in Q1). Product documentation (ongoing). Coordinate with Data



and Information Services team for internal and external access (ongoing). New regional map for external distribution (Q1). Consultant contract to review and make recommendations on development database improvements (Q4 into FY 2020). Data purchases and/or university intergovernmental agreements for land use model data development.

## **Data and Information Services**

**Project Manager:** Zachary Vernon

**Team:** Hallas, Matthews, Clark, other staff as assigned

**Description:** Internal Data Depot (Vernon): Maintain in-house collection of public datasets; coordinate with staff on acquisition/cataloging of updated datasets and archival of obsolete datasets; pursue new public data acquisitions based on agency needs and available resources. Ensure documentation of all regularly collected datasets on the CMAP Wiki (Matthews). Data-Sharing Hub (Clark): Maintain CMAP Data Hub, posting new, historical, or updated datasets as they become available; coordinate maintenance activities with IT. Other (Hallas/Clark): Maintain status as Census State Data Center (SDC) Coordinating Agency and render assistance to SDC Lead Agency as time and resources permit. Ensure compliance with Census Bureau policy on embargoed data releases (Matthews). Respond to Developments of Regional Importance (DRI) requests.

**Products and Key Dates:** Acquire, process, and document public and CMAP-created datasets on internal Data Depot (ongoing). Populate Data Hub with agency datasets as they are released or updated (ongoing).

## **Regional Land Use Model Development**

**Project Manager:** David Clark

**Team:** Peterson, Heither, other staff as needed

**Description:** Continue development of a land use model capable of generating localized estimates of forecast population and employment distribution based on market, accessibility, land use, and demographic factors while allowing for policy-based scenario testing. FY 2019 activity will focus on consultant management, model design, and estimation, with training of relevant staff and development or enhancement of necessary datasets (in coordination with Regional Inventories).

**Products and Key Dates:** Data development (including enhancement of existing datasets) completed by Q4. Model design and estimation throughout FY 2019. Testing and calibration (late FY 2019, continuing into FY 2020).





## Regional Indicators

**Project Manager:** Noel Peterson and Zach Vernon

**Team:** Williams-Clark, Silverberg, Silberhorn

**Description:** Develop dashboards and tools to track ONTO 2050 Regional Indicators, make them more accessible to stakeholders, and make them useful for decision making in a local government context. This will include support for the development and refinement of measures for the plan's key principals of inclusive growth, resilience, and prioritized investment; updating and improving community data snapshots; and exploring new types of static and interactive visualizations.

**Products and Key Dates:** Scope and timeline (July 2018), Improved community data snapshots (November 2018), Regional dashboard (February 2019)

## Advanced Travel Model Implementation

**Project Manager:** Craig Heither

**Team:** Bozic, Rice, Peterson, Brown, Ferguson, Rodriguez, Ross

**Description:** This project continues CMAP's commitment to developing advanced modeling tools and improving the policy responsiveness of the agency's forecasting, evaluation and analysis tools. Many of the modeling improvements implemented since the adoption of the region's first comprehensive plan incorporate advanced agent-based and microsimulation techniques, which provide more robust sensitivity to analyze the policy objectives of ON TO 2050. FY 2019 is the first year staff will begin implementing CMAP's updated vision for developing advanced analysis tools and leveraging third-party system performance and travel behavior datasets. Major tasks for the fiscal year are to continue developing the scenario analysis capabilities of the freight forecasting model, to continue conducting model calibration and validation activities using newly-available datasets, and to begin exploring analysis opportunities for a dynamic traffic assignment tool. This project will also promote and support the use of existing advanced modeling products among partners and ON TO 2050 implementation efforts.

**Products and Key Dates:** Develop and implement advanced modeling tool procedures and input datasets (ongoing). Complete supplementary activity-based model validation analyses (April 2019). Evaluation of dynamic traffic assignment opportunities (June 2019).

## Travel and Emissions Modeling

**Project Manager:** Nick Ferguson

**Team:** Heither, Bozic, Rodriguez, Peterson, Rice, Assistant Analyst

**Description:** Maintenance and enhancement of existing MPO travel demand models, including incorporation of procedural improvements into production models as well as continuous updates to regional highway and transit network databases. Major tasks are to provide travel demand forecasts for major capital project evaluations and conformity analyses. Complete all procedural updates required to migrate the trip-based travel demand model to use a finer-grained modeling zone system.

**Products and Key Dates:** Validated regional travel demand model and documentation (ongoing). Air quality conformity analyses (scheduled twice annually). Incorporation of finer-grained modeling zone system and associated procedures into modeling scheme (June 2019).

## Transportation Modeling Services to Regional Partners

**Project Manager:** Jose Rodriguez

**Team:** Bozic, Ross, Heither, Assistant Analyst

**Description:** This project encapsulates the travel demand modeling services CMAP provides in support of its regional partner agencies, and the related data collection activities. Major tasks are to provide ongoing small area traffic forecast assistance to regional partners as well as to support the modeling needs of regional partners' project studies. This project also includes the catalog of CMAP-prepared traffic projections and houses CMAP's annual traffic count and performance measure data collection activities. These collections of data are used to develop and enhance transportation analysis methods for planning and policy analysis within CMAP.

**Products and Key Dates:** Complete small area traffic forecast requests (ongoing). Provide travel modeling assistance and scenario testing to regional partners' major project studies (as needed upon request). Continue expanding intersection traffic count data stored in internal Traffic Forecast Mapping Tool and explore options to develop an external-facing tool (ongoing).

## Household Travel Survey Update

**Project Manager:** Craig Heither

**Team:** N. Ferguson, Frank, Matthews, Elam, Outreach staff.

**Description:** This project is the second year of a multi-year effort to conduct a new household travel and activity survey (My Daily Travel) in the region. This represents the largest-scale data collection effort that CMAP undertakes and the data gathered will be used to estimate and



calibrate the agency's travel demand models to reflect the current travel patterns of the region's residents. The data also help CMAP meet federal requirements including certifying that the regional transportation plan is consistent with current and forecasted transportation and land use conditions and trends. Major tasks are to complete survey data collection in the fall of 2018 and spring of 2019, representing the final two data collection periods of the survey.

**Products and Key Dates:** Launch core travel survey (August 2018). Complete first data collection period (November 2018). Receive interim data file deliverable of first data collection period for internal review (December 2018). Complete second data collection period (May 2019).

## Quality Assessment Tool Development for Modeling Inputs

**Project Manager:** Aaron Brown

**Team:** Rice, N. Ferguson, Ross, Heither, Clark

**Description:** This project focuses on the creation of GIS procedures and other automated methods to assist CMAP staff in maintaining and developing modeling tool input databases. These methods will ensure that the datasets required by increasingly sophisticated analysis tools meet quality standards and are consistently maintained. This project will also develop a set of template tools that can be used to display and evaluate the quality of modeling input datasets, which should result in new ways to visualize model calibration and validation data. Major tasks for the fiscal year include continuing refinement of the procedures that run the agency's bicycle switching model used for CMAQ project evaluations, development of improved GIS procedures to reflect travel demand model transit service availability, and development of a modeling zone input data evaluation scheme.

**Products and Key Dates:** Bicycle switching model refinements (January 2019). Preliminary templates to evaluate zonal travel demand model input data for internal review (June 2019).

## Modeling and Performance Data Visualization Prototype

**Project Manager:** Brittaney Ross

**Team:** Brown, Vernon, Schmidt, Heither, Elam, new policy hire

**Description:** This project focuses on the presentation of complex modeling and analysis results in an informative way. The goal is to demonstrate that the voluminous amount of data being output by sophisticated analysis tools or stored in archived system performance databases can be distilled into useful information to inform policy decisions. This project will develop two prototype applications as proofs-of-concept: one to explain the results of freight modeling scenario testing, and a second one to clarify roadway system performance data stored in the Regional Transportation Data Archive. Data visualizations will be designed with the ultimate goal of making them external facing.



**Products and Key Dates:** Freight model scenario comparison prototype (January 2019).  
Regional Transportation Data Archive prototype (June 2019).

**TABLE 9: BUDGET DETAIL, RESEARCH AND ANALYSIS PROGRAM**

<b>OPERATING</b>	
	<b>TOTAL</b>
<b>PERSONNEL</b>	
Salaries	1,247,800
Retirement	143,800
FICA	77,400
Medicare	18,100
Health	203,200
Dental	21,800
Vision	2,700
Interns	42,500
<b>TOTAL</b>	<b>1,757,300</b>
<b>Employee PY</b>	<b>15.6</b>
Indirect Charge	473,700
<b>COMMODITIES</b>	
Publications	100
Data Acquisition	325,430
<b>TOTAL</b>	<b>325,530</b>
<b>OPERATING EXPENSES</b>	
Staff Assoc. Membership	3,500
Printing Services	100
Conference Registrations	1,975
Training	7,500
Travel Expenses	12,300
<b>TOTAL</b>	<b>25,375</b>
<b>OCCUPANCY EXPENSES</b>	
Rent	252,600
Telecommunications	9,300
Utilities	10,100
<b>TOTAL</b>	<b>272,000</b>



<b>CONTRACTUAL SERVICES</b>	
Software Maintenance/Licenses	36,000
Consulting Services	225,000
<b>TOTAL</b>	<b>261,000</b>
<b>TOTAL EXPENSES</b>	<b>3,114,905</b>
<b>REVENUE</b>	
UWP Operating - FY2019	2,311,924
Match - FY2019	577,981
General Fund	225,000
<b>TOTAL REVENUE</b>	<b>3,114,905</b>



# Communications and Outreach Program

**Program Oversight:** Tom Garritano

CMAP requires communications and outreach to fulfill its comprehensive planning objectives. The agency must maintain a high standard of communication with stakeholders, the general public, and news media. Interactions with news media will be coordinated internally and, whenever appropriate, externally with CMAP partners. Inclusive outreach efforts will focus on keeping partners, stakeholders, and the public engaged in individual projects (including LTA) and broader agency activities. Communications and Outreach staff will place special emphasis on building awareness of and support for activities to implement ON TO 2050.

## Local Planning Support

**Project Managers:** Melissa Silverberg and Katanya Raby

**Team:** Catalan-Sanchez, Apap, Grover, Harris, Silberhorn, Cambray, plus other staff as assigned.

**Description:** Communications and Outreach staff will work to build awareness of ON TO 2050 local implementation activities through the Planning department. Manage LTA media and outreach, including liaising with external partners as needed. Prepare communication and inclusive engagement strategies for individual projects as needed, with involvement of outreach and legislative staff. Partner with LTA staff to generate a quarterly Municipal Matters e-newsletter, which focuses on case studies and examples of best practices or tools municipalities can use directly. Consult as needed on and ensure quality control of local planning print and web materials, including plans, guides, toolkits, and other documents developed through the group (e.g., model plans, ordinances, and codes). Provide general communications and outreach support for regional technical assistance products, including managing workflow for production of print and electronic LTA materials. Provide general outreach support for LTA projects, including regular LTA/Outreach coordination meetings, develop resources and in-house training on effective public engagement, support use of outreach tools such as MetroQuest and TurningPoint keypad polling.

**Products and Key Dates:** Help develop supporting and promotional materials for LTA call for projects (July to November 2018). Help develop four Municipal Matters e-newsletters (quarterly). Assist LTA staff with creating web content focusing on implementation (ongoing). Coordinate LTA communication and engagement strategies, working with staff to develop targeted efforts to media and stakeholders and tracking results; train new staff about Communications and Outreach support services (ongoing).



## Policy and Programming Support

**Project Managers:** Mandy Burrell Booth and Cindy Cambray

**Team:** Fassett Smith, Catalan-Sanchez, Grover, Silberhorn, plus other staff as assigned.

**Description:** Communications and Outreach staff will work with policy and programming staff to build awareness of ON TO 2050 activities at the regional, state, and federal levels. Assist with policy-based media outreach, including liaising with external partners as needed. Support corporate engagement strategy and activities, promote and coordinate corporate engagement activities with policy and programming staff. Prepare communication strategies for individual projects as needed, with involvement of outreach and legislative staff. Oversee production and quality control of programming- and policy-based print and web materials, including drill-down reports, issues-driven content, etc.

**Products and Key Dates:** Manage publication and promotion of quarterly updates to the Regional Economic Indicators and newly developed Transportation Indicators and support ongoing publication and promotion of Policy Updates, including major demographic data releases (ongoing). Support various reports as needed.

## ON TO 2050 Implementation Support

**Project Manager:** Tina Fassett Smith

**Team:** Garritano, Grover, Burrell Booth, Harris, and other staff as assigned.

Communications and outreach staff will support the implementation of ON TO 2050 by developing communications strategies that connect high-priority actions and recommendations -- as determined by executive agency leadership -- to the three ON TO 2050 principles of Inclusive Growth, Prioritized Investment, and Resilience. Communications and Outreach will work with Deputies, Chief of Staff, and Executive Director to frame existing staff projects in ways that will build the broadest possible support for ON TO 2050 by partners and stakeholders, while identifying potential new avenues for implementing the plan's recommendations that require regional collaboration. Because that includes many of the plan's most urgent priorities -- including regional revenues and municipal capacity, among others -- this project's emphasis will be building and capitalizing on external partnerships.

**Products and key dates:** These deliverables will include creating communications strategies and messaging around the ON TO 2050 principles, identifying which implementation activities would most benefit from Communications and Outreach support, and identifying the highest-impact methods for achieving desired results. Those methods should leverage CMAP partnerships and can include but are not limited to:



- Annual ON TO 2050 implementation report
- Interactive web tools
- Public events and exhibits
- Media outreach
- Partner and media toolkits

## ON TO 2050 Implementation Report

**Project Manager:** Tina Smith

**Team:** Apap, Catalan, Ihnchak, Schuh

**Description:** ON TO 2050 will propose actionable recommendations, quantitative benchmarks, and major policy shifts for the region's infrastructure, economy, development patterns, governments, and environment. An annual implementation report or other product will track progress on the plan's recommendations. This project will first define the scale and approach for the series of ON TO 2050 implementation reports. Drafting and publication will continue into FY 2020.

**Products and Key Dates:** Memo on proposed format and content (April 2018). Implementation report (October 2019).

## Media Relations and Messaging

**Project Managers:** Tom Garritano and Tina Fassett Smith

**Team:** Burrell Booth, Silverberg, and other relevant staff.

**Description:** With an emphasis on transparency, Communications staff will proactively identify opportunities for coverage by traditional and new media, while also responding to media requests. We will continue to refine and expand our existing media database before transferring it to MARCEL. Within our media database, we will put a special emphasis on building contacts and relationships with editors and reporters at media outlets in identified Economically Disconnected Areas (EDA). Press releases and advisories will be sent in accordance with defined communications strategy or as needed. Communications staff will train and advise staff on all interactions with media. Communications staff will develop messaging and messaging tools such as message maps and impart it to staff in support of each project's unique engagement strategy. Maintain up-to-date web archive of news products and media coverage at [cmap.illinois.gov/updates/news/coverage](http://cmap.illinois.gov/updates/news/coverage).





**Products and Key Dates:** Continue helping staff to use standardized agency messaging and message maps when communicating with both the public and media (ongoing). Continue refining and expanding media database to include media outlets in EDAs (ongoing). Carry out broad-based ON TO 2050 media outreach, including in preparation for the October 2018 launch and subsequent implementation campaigns (ongoing).

## Graphic Design

**Project Managers:** Nancy Catalan-Sanchez and Chris Apap

**Team:** Fassett Smith, Garritano, Silberhorn, plus other relevant staff.

**Description:** Communications staff will provide graphic design and related publications assistance to CMAP staff when materials meet that threshold as identified by deputies and CMAP executive leadership. This project entails creating information graphics and laying out many CMAP documents in the appropriate software (primarily Adobe InDesign), and ensuring all CMAP print and online channels follow the agency's design and brand guidelines. Certain projects will require coordination with CMAP's design consultant, Thirst. Whenever feasible, these materials should be printed in-house, and this project's managers are responsible for determining whether a larger job might require off-site commercial printing.

**Products and Key Dates:** Various electronic and print materials, as needed throughout FY 2019. Continuously pursue improvements in standardizing CMAP materials, including publications and infographics.

## ON TO 2050 Image Galleries

**Project Managers:** Tom Garritano and Tina Fassett Smith

**Team:** Catalan-Sanchez, Apap, Silverberg, plus other relevant staff.

**Description:** To best leverage the investments made in ON TO 2050 photography and visuals development, communications staff will curate and manage a gallery of ON TO 2050 images using the Photo Library system developed in FY18. This project will help ensure the visual assets, including illustrations, photographs, renderings, videos, animations, and other graphics created for ON TO 2050 are used strategically and appropriately by staff and partners.

**Products and Key Dates:** As ON TO 2050 visual assets are finalized, they will be tagged and added to the searchable Photo Library using Adobe Bridge software (July through October 2018). As assets are needed post-launch, communications staff will advise and approve usage by agency staff and external partners (ongoing).



## Web Administration

**Project Manager:** Joey-Lin Silberhorn

**Team:** Fassett Smith, Garritano, Silverberg, Harris, Vernon, plus other relevant staff.

**Description:** CMAP communications staff is responsible for developing -- and overseeing the development of -- web content using the Liferay content management system and related technologies. This includes helping others at the agency to prepare, post, and maintain their web-based content. Projects may involve overseeing work of consultants to ensure that all web development projects are accessible on mobile devices, follow CMAP's style guides, and meet high standards of accessibility and usability.

**Products and Key Dates:** Work with CMAP staff to keep their web content current, complete, and engaging, including providing tutorial materials for Liferay and Google Analytics, both via written documentation and video (ongoing).

## Digital Content Strategy and User Engagement

**Project Manager:** Melissa Silverberg and Joey-Lin Silberhorn

**Team:** Fassett Smith, Burrell Booth, Catalan-Sanchez, Apap, plus other relevant staff.

**Description:** The CMAP website and its accounts on social media platforms, represent the main avenues for any audience to engage with agency work. Communications staff will enhance this engagement by streamlining the look and navigation of the site in FY 2018, developing and executing promotional strategies based on agreed upon engagement goals, overseeing creation of online content that maximizes user awareness and interaction, collection of online user analytics, and refinement of future strategies based on those analytics. The focus of this project through the launch of ON TO 2050 will be integrating visual assets, and interactive features with the plan's final text. Continue to work with department leads and subject matter experts to develop promotional strategies and content for the agency's ongoing work and efforts. Quarterly, communications staff will measure user engagement with the website, social media channels, and eblasts (Weekly Update, committee communications, others) to judge whether engagement goals have been met. Promotion strategies will be refined based on related analytics. Many projects will include management of CMAP's design and web consultants.

**Products and Key Dates:** Publication of final ON TO 2050 text and visual content on CMAP website (July to October 2018). Development and publication of interactive graphics and maps prior to and after the launch of ON TO 2050 (ongoing). Execution of digital promotional strategies and tactics, particularly around launch of ON TO 2050 (ongoing). Collect user engagement and create reports on engagement efforts (quarterly).

## Data Development Support

**Project Manager:** Melissa Silverberg

**Team:** Williams-Clark, Fassett Smith, Silberhorn, Vernon, Peterson, Bayley, Cefali plus other relevant staff.

**Description:** Communications staff will assist planning and research and analysis staff in enhancing, expanding, and improving the content and delivery of data products that should be chosen carefully based on maximizing benefits to CMAP stakeholders. Enhancing the Community Data Snapshots will be one activity, with goals including incorporating the local strategy maps developed for ON TO 2050 and potentially involving design and development resources from CMAP's existing consultants.

**Products and Key Dates:** Analysis of current data snapshot audience and uses (December 2018). Review of template for enhanced snapshot (March 2019). If needed, create scope of work for website development around enhanced product (March 2019). Preparation of communications strategy for enhanced data product (June 2019). Launch of new product would be in first half of FY 2020.

## Broad-Based External Engagement

**Project Manager:** Jane Grover

**Team:** Cambray, Cefali, Fassett Smith, Garritano, Harris, Hyland, Kane, McMahon, Porter, Raby, Smith, Szabo, plus other relevant staff.

**Description:** CMAP depends on a broad and deep base of partners and stakeholders – in government, business, the nonprofit and private sectors, and in our communities – to both add value to CMAP's work and to build buy-in for it. In addition, the agency emphasizes broad, deep, and inclusive ongoing engagement with all sectors to inform its work. In FY 2019, public external engagement will focus on adoption and implementation of ON TO 2050, including execution of campaigns to support ON TO 2050's core principles.

Outreach and Communications staff will expand relationships with established partners and continue to identify new partnership opportunities to include speaking engagements, topical forums, civic events, meeting venues, legislative support, and potential committee members. Outreach staff will explore convening regional public engagement professionals to share resources, networks, and best practices in inclusive community engagement. Outreach staff will leverage CMAP's network and staff's broad base of contacts to identify and promote these opportunities. Outreach and Communications will continue and expand partnerships for engagement of students. Outreach and Communications staff will continue to identify and support opportunities for the Executive Director and key staff to engage with stakeholders and potential partners in the government, business, and nonprofit sectors, and collaborate with Executive Staff to strategically schedule external talks that complement CMAP's projects and



priorities, as well as prepare talking points and other materials as needed. Outreach staff will regularly assess the racial, cultural, and socio-economic inclusiveness of its outreach and public engagement processes.

**Products and Key Dates:** Execute corporate and private sector engagement strategy (ongoing). Continue active engagement of community organizations, civic groups, and educational institutions (ongoing). Identify and secure opportunities for external talks by Executive Director and other staff (ongoing). Prepare and finalize Public Participation Plan (July 2018 to December 2018). Assess the inclusiveness of outreach and public engagement initiatives (ongoing).

## Corporate and Civic Engagement

**Project Manager:** Jane Grover

**Team:** Cambray, Cefali, Garritano, Harris, Hyland, McMahon, Porter, Raby, Smith, plus other relevant staff.

**Description:** Implementation of ON TO 2050 and its priorities requires support and advocacy of not just CMAP's public partners, but also the region's diverse business interests and corporate anchors. CMAP's private sector partners can provide perspective on challenges regional planning can address and opportunities for implementation and support for prospective campaigns to implement ON TO 2050's principles. In FY 2019, CMAP will continue to expand its base of private sector allies and advocates, deepen those connections, seek opportunities to include the private sector in agency initiatives, and track all contacts through MARCEL. Because these relationships are enriched by sharing the full range of CMAP expertise, Outreach staff will include planning, policy and programming staff in private sector engagement activities as appropriate.

**Products and Key Dates:** Execute the corporate engagement strategy to build support for ON TO 2050 implementation (ongoing). Identify and secure speaking opportunities for CMAP staff (ongoing).

## Contacts Management (MARCEL)

**Project Manager:** Kelwin Harris and Cindy Cambray

**Team:** Garritano, Grover, Kane, Silberhorn, Kane, plus other relevant staff.

**Description:** Outreach staff created and support the MARCEL contacts management database to harmonize CMAP's extensive network and enable staff to track the timing, nature, and success of agency engagement efforts, avoid duplication, and expand the agency's network. In FY 2019, Outreach staff will explore and implement enhancements to MARCEL, offer opportunities for staff orientation and training in MARCEL, and optimize MARCEL for the new website platform.



**Products and Key Dates:** Implement staff training and support for use of MARCEL (ongoing). Explore and implement enhancements to MARCEL (ongoing). Move MARCEL to new website platform (July to December 2018). Track all corporate sector engagement contacts and add them to MARCEL (ongoing).

## Outreach Reporting and Analysis

Project Manager: Kelwin Harris

**Team:** Cambray, Grover, Raby, Silberhorn, plus other relevant staff.

**Description:** Outreach and Communications staff will collect, compile, and report on public engagement activities and the input generated through iPad-based kiosks, surveys, MetroQuest, public meetings, keypad polling, and website interactions, and will provide reports and analysis of those activities, both qualitative and quantitative. These activities will support development of CMAP's Public Participation Plan.

**Products and Key Dates:** Collect and compile public input data and comments on ON TO 2050 public engagement initiatives and activities (ongoing). Maintain a thorough archive of public engagement activities and input for preparation of CMAP's Public Participation Plan (ongoing).

## Public Engagement Tools

Project Manager: Katanya Raby and Cindy Cambray

**Team:** Grover, Harris, plus other relevant staff.

**Description:** CMAP staff use specialized tools to support and amplify the agency's outreach efforts: MetroQuest and TurningPoint. MetroQuest is a web survey platform used to educate and engage. Most LTA projects include a MetroQuest website customized for the project and its local community. The agency also uses MetroQuest on a regional scale to engage stakeholders and the public on issues ON TO 2050 will address. TurningPoint is an interactive live-polling tool that collects input in public meetings through individual keypads to register survey answers. TurningPoint requires specific equipment and software to deploy. Outreach staff will provide training and support for agency use of MetroQuest and TurningPoint in both LTA projects and regional public engagement initiatives, including for external partners, as appropriate. Outreach staff will continue to explore other cost-effective public engagement tools. In addition, in FY 2019, CMAP will redeploy iPad kiosks in locations throughout the region to support ON TO 2050 outreach and education.

**Products and Key Dates:** Provide training and support to CMAP staff in MetroQuest and TurningPoint to ensure that they are maximizing those public engagement tools in their projects (ongoing). Assist staff in customizing MetroQuest and TurningPoint for specific projects, including LTA and ON TO 2050 public engagement (ongoing). Continue to explore and test



alternative public engagement tools (ongoing). Issue RFP and secure contract for servicing and moving of iPad kiosks (July 2018); monitor and manage deployment of iPad kiosks (July 2018 to June 2019).

## **Youth Engagement and Future Leaders in Planning (FLIP)**

**Project Manager:** Marisa Prasse and Katanya Raby

**Team:** Grover, Harris, Kane, Silverberg, plus other relevant staff.

**Description:** Outreach will continue to expand CMAP's engagement of the region's youth through partnerships with educational institutions and other youth-serving organizations, workshops, and other engagement activities to support education and implementation of ON TO 2050. An important component of CMAP's direct engagement of the region's students is FLIP, a leadership development program for high school students that meets for six days over two weeks in July. FLIP provides students with the opportunity to learn about past, present, and future regional and local planning issues from elected officials, community leaders, and CMAP staff. Through hands-on activities and field trips, students go "behind the scenes" to explore the region's communities. Session topics are closely related to ON TO 2050 and include transportation, housing, human services, land use, economic development, and the environment. In addition to learning how local governments address these important issues, students will engage with one another to explore solutions to existing problems. At the conclusion of the program, students will engage the CMAP Board and others in their learning experiences.

**Products and Key Dates:** Secure contacts and explore engagement opportunities with additional youth-serving organizations, specifically, organizations serving youth in economically disconnected areas (ongoing). Parent orientation (July 2018). Week-long session (July 2018). Final presentation (July 2018). Finalize 2019 FLIP program application development (January 2019). Recruitment for 2019 program (January to April 2019). Develop 2019 program curriculum (February to June 2019). Student selection and notification for 2019 program (June 2019).



**TABLE 10: BUDGET DETAIL, COMMUNICATIONS AND OUTREACH PROGRAM**

<b>OPERATING</b>			
		<b>FLIP</b>	<b>TOTAL</b>
<b>PERSONNEL</b>			
Salaries	652,200	0	652,200
Retirement	47,900	0	47,900
FICA	38,600	0	38,600
Medicare	9,500	0	9,500
Health	96,700	0	96,700
Dental	6,100	0	6,100
Vision	1,400	0	1,400
Education Reimbursement	5,250	0	5,250
Interns	29,970	0	29,970
<b>TOTAL</b>	<b>887,620</b>	<b>0</b>	<b>887,620</b>
<b>Employee PY</b>	<b>8.2</b>		<b>8.2</b>
Indirect Charge	235,500	0	235,500
<b>COMMODITIES</b>			
Publications	4,000	0	4,000
Software - Small Value	1,500	0	1,500
Equipment - Small Value	1,500	0	1,500
Office Supplies	5,500	2,500	8,000
Copy Room Supplies	3,500	0	3,500
<b>TOTAL</b>	<b>16,000</b>	<b>2,500</b>	<b>18,500</b>
<b>OPERATING EXPENSES</b>			
Staff Assoc. Membership	2,300	0	2,300
Postage/Postal Services	100	0	100
Meeting Expenses	10,000	7,000	17,000
Conference Registrations	2,500	0	2,500
Training	17,800	0	17,800
Travel Expenses	8,000	1,500	9,500
<b>TOTAL</b>	<b>40,700</b>	<b>8,500</b>	<b>49,200</b>
<b>OCCUPANCY EXPENSES</b>			
Rent	133,100	0	133,100
Telecommunications	4,900	0	4,900
Utilities	5,300	0	5,300
<b>TOTAL</b>	<b>143,300</b>	<b>0</b>	<b>143,300</b>





CONTRACTUAL SERVICES			
Software Maintenance/Licenses	31,300	0	31,300
Professional Services	10,000	0	10,000
Consulting Services	521,870	0	521,870
<b>TOTAL</b>	<b>563,170</b>	<b>0</b>	<b>563,170</b>
<b>TOTAL EXPENSES</b>	<b>1,886,290</b>	<b>11,000</b>	<b>1,897,290</b>
REVENUE			
UWP Operating - FY2019	1,349,032	0	1,349,032
Match - FY2019	337,258	0	337,258
General Fund	200,000	11,000	211,000
<b>TOTAL REVENUE</b>	<b>1,886,290</b>	<b>11,000</b>	<b>1,897,290</b>

# Information Technology Management Program

**Program Oversight:** Matt Rogus

This program provides for the design, acquisition, deployment and management of technology and telecommunications resources at CMAP. This includes managing the resiliency and security of these resources. This program also facilitates the electronic exchange of raw data within and between CMAP and other agencies and organizations, and the management of internal documentation systems. Information Technology (IT) will serve as CMAP technical lead in evaluating all new technology efforts to ensure compatibility with network, and reviewing RFPs for new technology to provide for appropriate technical support, defined technical requirements, and deliverables.

## Internal Hardware and Software Management

**Project Manager:** Matt Rogus

**Team:** Stromberg, Tiedemann, contracted support, intern

**Description:** CMAP's daily operation depends on a robust and functional computer network for data analysis, work program documentation, employee communications, and software applications. This project consists of daily management and monitoring of the internal computer network performance. It includes the acquisition, licensing, installation, and maintenance of all software applications, as well as server hardware systems and other related equipment. It also provides limited user-support to CMAP employees.





**Products:** Agency data products, Office 365 portal, Backup Policy and Procedures document, Backup and Storage System Report, annual Network Report, Office 365 Status and Strategy Report, Disaster Recovery Plan and Business Continuity Plan Documents, Three-year IT Strategic Plan.

## Web Infrastructure Management

**Project Manager:** Lance Tiedemann

**Team:** Stromberg, Rogus, contracted support, CMAP project managers of web sites and services

**Description:** Web infrastructure management consists of procuring, deploying, and administering the hardware, software, and network infrastructure used by web applications and data services hosted at CMAP. Externally, web applications and data services, such as the datahub, aerial imagery explorer and Alternative Futures kiosks, have become critical to the ongoing agency mission of deploying technical analysis content to a broader audience. The web infrastructure management defined by this project supports web applications and data services, such as SharePoint (collaboration), DKAN (data sharing web application), MediaWiki (collaboration), ON TO 2050 iPad kiosk application, GIS web mapping, Imagery Explorer (web application), the applicant tracking system (for Human Resources) and several others. Support for these applications and data services include: defining content requirements and user controls; user interface designs; and access and integration controls. Under this specific project, updates to the Wiki interface and core content will be implemented in coordination with the policy, planning, and communications groups as necessary. Content development will require internal coordination. In addition, this project includes management of web-specific network infrastructure, such as domain name registration and DNS record management. This project also includes managing Github code repositories for development projects.

**Products:** Web applications, data services, and collaboration portals (ongoing). Wiki Enhancements (ongoing). Domain name and DNS services management (ongoing).

## Information Security

**Project Manager:** Lance Tiedemann

**Team:** Rogus, contracted support, CMAP project managers of web sites and services, various CMAP staff

**Description:** Information security consists of proactively planning, implementing, and verifying the various tools used to protect CMAP infrastructure and data as well as reactively responding to existing threats. This project fulfills these network roles: enhance network assessment processes with invasive testing, automate assessment of local environments, develop additional plans, policies and standards, train staff, recommend improvements for



increased network and data protection, and implement new tools or services to aid in identifying and reacting to critical conditions (e.g., cyber-attacks, malicious traffic, etc.). Patch management of third-party software is also covered. This project fulfills these web sites and services roles: enhance website assessment processes with invasive testing, automate assessments of code, develop additional plans, policies and standards, and continue training staff. In addition, this project fulfills the data management role to develop policies and process improvements to ensure that sensitive data is processed and stored under appropriate access controls in compliance with program and regulatory requirements. These roles are fulfilled through the management of security tools, such as SSL certificates, firewall and IPS policies, VPN access, security scanning applications, and monitoring services. Under this project, annual security audits will be conducted by a third party provider to test security of network, validate security controls and access procedures, provide enhancement recommendations, and provide CMAP with required documentation of a secure network. CMAP staff will also be regularly trained on proper security protocols for email, phone, and internet usage.

**Products:** Infrastructure auditing and monitoring (ongoing). Annual security audit (June 2019). Staff training (ongoing), Monthly Security Status Report. SSL certificate management (ongoing).

## Office Systems Management

**Project Manager:** Ben Stromberg

**Team:** Kelley, Rivera, intern, plus other relevant staff

**Description:** Staff productivity depends on robust systems for managing office operations. This project includes technical support of office support systems including telephone, mobile communication, fax, copiers, web conferencing, live streaming, audio-visual, etc.

**Products:** Ensure that telephones, cell phones, audio-visual equipment, live streaming services, internet services, computer peripherals, iPad and kiosk remote management service, copiers and printers are in operable conditions, and problem solve and troubleshoot any issues (ongoing).

## User Support

**Project Manager:** Ben Stromberg

**Team:** Kelley, Rivera, intern, contracted services

**Description:** Serve as training and instructional resource for internal users. Serve as technical intermediary in resolving IT related problems encountered by CMAP staff. Provide internal IT technical support for OneSolution financial system such as resolving OneSolution support



tickets, modifying workflow groups, user and group management, timecard management, reporting, and server administration (ongoing).

**Products:** Documentation of training and instructional resources. Documentation of IT related problems encountered by CMAP staff (ongoing).

## **Facilities**

**Project Manager:** Matt Rogus

**Team:** Rivera, Kelly, plus other relevant staff

**Description:** Provides administrative support for CMAP operations in the area of conference room management; visitor administration; management of CMAP's library and publication materials; on/off sight storage management; mailroom activities; and office and break room inventories. Coordinates facility maintenance and support; building related safety activities, and other related activities as required.

**Products:** Quarterly & Annual Copier Usage reports.

## **Freedom of Information Act (FOIA) Response Coordination**

**Project Manager:** Jon Hallas

**Team:** Matthews, plus other relevant staff

**Description:** Direct public requests for static data and information to appropriate sources of information such as CMAP staff, Census, or other agencies. Timely respond to Freedom of Information Act (FOIA) requests; compile FOIA-eligible staff communication when requested.

**Products:** Timely response to external and Freedom of Information Act (FOIA) requests (ongoing).



**TABLE 11: BUDGET DETAIL, INFORMATION TECHNOLOGY  
MANAGEMENT PROGRAM**

<b>OPERATING</b>	
	<b>TOTAL</b>
<b>PERSONNEL</b>	
Salaries	524,500
Retirement	139,400
FICA	31,900
Medicare	7,600
Health	67,800
Dental	3,800
Vision	1,100
Interns	23,760
<b>TOTAL</b>	<b>799,860</b>
<b>Employee PY</b>	<b>7.0</b>
Indirect Charge	214,400
<b>COMMODITIES</b>	
Software - Small Value	22,015
Equipment - Small Value	35,100
<b>TOTAL</b>	<b>57,115</b>
<b>OPERATING EXPENSES</b>	
Postage/Postal Services	1,500
Conference Registrations	2,000
Training	3,000
Travel Expenses	6,226
<b>TOTAL</b>	<b>12,726</b>
<b>OCCUPANCY EXPENSES</b>	
Rent	113,600
Telecommunications	4,200
Utilities	4,600
<b>TOTAL</b>	<b>122,400</b>



<b>CONTRACTUAL SERVICES</b>	
Software Maintenance/Licenses	306,040
Professional Services	563,000
Consulting Services	31,840
Office Equipment Maintenance	148,404
Co-Location Hosting Services	34,756
<b>TOTAL</b>	<b>1,084,040</b>
<b>CAPITAL OUTLAY</b>	
Equipment - Capital	114,000
<b>TOTAL</b>	<b>114,000</b>
<b>TOTAL EXPENSES</b>	<b>2,404,541</b>
<b>REVENUE</b>	
UWP Operating - FY2019	1,842,433
Match - FY2019	460,608
General Fund	101,500
<b>TOTAL REVENUE</b>	<b>2,404,541</b>



# Finance and Administration Program

**Program Oversight:** Angela Manning-Hardimon

## AREA 1: Finance and Procurement Program

This program provides for the design, implementation, and management of finance and procurement activities at CMAP. The Finance program is responsible for ensuring that the agency is effectively operating within a fiscally constrained budget and meeting its core MPO responsibilities within the funding structure. This includes managing the accounting and reporting activities of the agency in accordance with accounting and auditing standards as required by the Office of Management and Budget (OMB). The Procurement program is responsible for ensuring that all goods and services procured on behalf of the agency are in compliance with the grant source and federal contracting assurances.

### Finance and Accounting

**Project Manager:** Stan Ryniewski

**Team:** Becerra, Contreras, Doan, Garrity, Olson

**Description:** Provides administration and support for the accounts payable and accounts receivable activities ensuring timely payments to vendors and collection of funds; processes payroll to ensure timely and accurate payments to employees and associated reporting of taxes, insurance, pension and other benefits; ensures that grants are properly funded and expenditures are appropriate based on grant agreements; provides the financial reporting required by federal, state, the CMAP Board, and others; manages all banking activities including the reconciliation of bank statements and general ledger accounts; and performs other financial management for CMAP, as required. In addition, Finance and Accounting staff are responsible for facilitating the annual audit of CMAP's financial records to achieve unqualified results. Provides oversight and training for CMAP's financial and payroll software system.

**Products:** Issuance of payroll and vendor checks/ETFs, monthly expenditure reports, monthly revenue reports, monthly/quarterly reimbursement requests of funders (On Going). Expenditure and revenue reports for grant programs (On Going).

### OneSolution Business Process Review (BPR) – Financial System

**Project Manager:** Stan Ryniewski

**Team:** Becerra, Contreras, Doan, Garrity, Olson

**Description:** To maximize the full capabilities and functionality of the Agency's financial system, CMAP will engage its enterprise software provider, Superion (formally SunGard), to



document existing financial processes and workflows, work with CMAP staff to identify opportunities for improvements, document the proposed processes and workflows and develop a plan to prioritize these improvements based on most critical functions, time, cost and implementation risks. SunGard will also assist in the agency's effort implement Cognos reporting tools and dashboard to reduce the agency's reliance on spreadsheets.

**Products:** Document current processes and workflows (July 2018). Documented proposed processes and workflows (July 2018). Implementation project plan (July 2018).

## **Budget**

**Project Manager:** Angela Manning-Hardimon

**Team:** Management team, Olson, Ryniewski

**Description:** Prepares annual CMAP budget to ensure that the MPO core activities and contract funding is appropriated. Monitor expenditures and revenues during the fiscal year to ensure that the fiscally constrained budget is being maintained and adjusted as needed to meet that goal. Coordinates UWP Committee review and approval of annual UWP program budget requests. Prepares annual indirect allocation for IDOT identifying costs that are not directly related to specific programs.

**Products and Key Dates:** UWP budget (January 2019). Semi-annual revisions of budget (January 2019). Draft CMAP budget (May 2019). Annual CMAP budget and UWP Annual report (June 21019). Indirect Allocation Request (September 2018).

## **Procurements, Contracts and Commercial Datasets**

**Project Manager:** Penny DuBernat

**Team:** Project managers

**Description:** Manage all procurements for professional consulting services, and other goods and services required for CMAP operations; ensure Request for Proposals comply with policy and federal requirements; participate in procurement selection; and prepare and negotiate contracts, amendments and Intergovernmental agreements. Responsible for ensuring that contracts are updated to reflect appropriate federal requirements. Manage licensing of proprietary datasets. Enforce proprietary dissemination and license agreements. Responsible for posting and archiving RFP/RFQ/RFIs on CMAP's website.



## External Resources Development and Management

**Project Manager:** Tricia Hyland

**Team:** Finance and Administration staff, other staff from planning, policy, government affairs, and communications as relevant to specific topics.

**Description:** To cover a breadth of topics, CMAP will need to have access to funding resources beyond transportation funding. This project involves seeking external resources to support the LTA program and CMAP's work in general, through competitive applications to public sector (most commonly federal or state) programs or philanthropic organizations, cultivation of relationships with potential funders, and fee-for-service activities. It also involves managing these grants, ensuring that all grant requirements are met, providing periodic financial and program reports, and other activities. Under this program, an external grant seeking strategic plan will be developed to prioritize efforts, provide direction, and performance guidelines.

Current grants, which fund the LTA program in FY 2019, are from the Chicago Community Trust, Cook County Department of Planning and Development, Illinois Environmental Protection Agency, and Illinois Department of Natural Resources.

### **Products and Key Dates:**

Monitoring and evaluation of federal and state grant opportunities (On Going). Periodic communication with philanthropic groups and other potential funders concerning the value of the LTA program (On Going). Applications submitted in response to funding opportunities (as needed). Quarterly, biannual, or annual reports to funders (On Going).

## AREA 2: Human Resources and Administration Program

This program provides the administrative support to assist with the recruitment and retention of employees, and to assist internal staff in implementing CMAP's work plan initiatives and goals. CMAP views employees as organizational assets and this program is tasked with ensuring employee job satisfaction, efficiency, and effectiveness. This will be accomplished by providing competitive salaries and employee benefits; establishing policies and procedures to inform, supporting balanced work life, and managing employee development and performance. Provides access to training and other resources to support the growth of employees. Fosters the development of an organization that supports diversity and inclusion. This program also provides administrative support to effectively manage the operations of CMAP.





## Benefits Administration

**Project Manager:** Jake Koepsel

**Team:** Ambriz, King

**Description:** Human Resources will work with third party brokers to obtain knowledge of trending benefits and the best, cost effective employee benefits possible. Human Resources will also stay abreast of all federal or state regulations to maintain compliance with various programs.

## Diversity and Inclusion

**Project Manager:** Jake Koepsel

**Team:** Diversity and Inclusion Working Group, Deputy Executive Directors, Chief of Staff

**Description:** The Diversity and Inclusion group will focus on educating employees on the importance of diversity and inclusion, and explore opportunities to improve across the agency by implementing various programs or initiatives. This group will be comprised of a representative from each functional area within CMAP with the goal of improving employee, partner, and constituent relationships. The results from the Annual Employee Survey will be instrumental in defining the program and monitoring future performance of efforts.

**Products:** Working group charter (August 2018). A diversity and inclusion program that promotes respect for all employees and values each employee contributes to the agency, including equal opportunity advancement for all employees (On Going).

## Employee Relations

**Project Manager:** Jake Koepsel

**Team:** Roby, Senior Managers

**Description:** Human Resources will work with employees and the management team to address employee performance and professional development. Assistance will be provided to employees and/or management in the implementation of plans to improving work performance and relationships, and professional development. Assistance will also be provided on documentation, communication and other approaches to addressing performance matters. This process should be formalized with CMAP annual performance evaluation process, performance improvement plans, regular employee performance feedback, and performance documentation.

**Products:** Annual performance evaluations (July). Guidelines and direction for providing employees with performance feedback and professional development opportunities to improve performance (On Going).



## Payroll Administration

**Project Manager:** Stan Ryniewski

**Team:** Doan, King

**Description:** Finance is responsible for the bi-weekly processing of payroll and HR is responsible for routine employee changes in OneSolution to ensure that employee benefits and compensation are accurate. Finance will also process all updates to federal and state tax rates in compliance with federal and state regulations. Improvements that enhance employees access to their personal information, such as time off accruals and paycheck information in OneSolution is implemented under this program.

**Products:** Accurate and timely bi-weekly payroll and reporting (On Going).

## OneSolution Business Process Review (BPR) – HR System

**Project Manager:** Jake Koepsel

**Team:** Ambriz, Doan, King

**Description:** To maximize the full capabilities and functionality of the Agency's HR system, CMAP will engage its enterprise software provider, Superion, to document existing HR processes and workflows; work with CMAP staff to identify opportunities for improvements; document the proposed processes and workflows; and develop a plan to prioritize these improvements based on most critical functions, time, cost and implementation risks. SunGard will also assist in implementing Cognos reporting tools and dashboard to reduce the agency's reliance on spreadsheets.

**Products:** Document current processes and workflows (July 2018). Proposed processes and workflows (July 2018). Implementation project plan (July 2018).

## Human Resources Policy Development

**Project Manager:** Jake Koepsel

**Team:** Executive Team, Roby

**Description:** CMAP provides policies and procedures to assist employees in understanding federal, state, and CMAP adapted policies including standards of conduct; performance expectation; and certain internal administrative activities. Human Resources will develop or update policies routinely and distribute to employees at orientation and electronically and via CMAP's intranet. Reference to these policies can be found in the Personnel Handbook. As required, orientation of certain policies and procedures will be facilitated through training sessions (online or presentation). It is also through this program where annual employee



surveys will be developed, administered, and results compiled for Executive Management decision making and agency implementation consideration.

**Products:** Review of policies and the personnel handbook (On Going). Annual Employee Survey (May). Policy and procedure trainings (On Going).

## Recruitment and Training

**Project Manager:** Yesenia Ambriz

**Team:** Deputy Executive Directors, King, Witherspoon

**Description:** Human Resources will expand recruitment efforts to provide CMAP with the greatest exposure possible to recruit the best-qualified candidates. These efforts will include attending job fairs, universities, and exploring diverse job posting opportunities. Human Resources will also enhance its diversity recruitment efforts by collaborating with various programs that give CMAP access to a multitude of candidates from varying backgrounds. Human Resources are also responsible for maintaining job postings and recruitment efforts on CMAP website and with the Hyrell Applicant Tracking System.

On-going professional development and training is fundamental to the success of every employee and as such, appropriate opportunities will be provided to CMAP employees to ensure CMAP complies with federal and state regulations, as well as to improve knowledge, skills, leadership ability, and performance. To advance new employees' acclimation to CMAP and provide orientation support, this program will develop, by department, a checklist for managers to use as a core employee integration tool. Focus areas to include: benefits, CMAP policy and procedures, identifying an appropriate mentor, overview of CMAP and the responsibilities of each department, review of GO TO 2040, training on required tools to perform job, performance expectations and evaluation process, professional development plan, and training on non-job related activities such as telephone system, audio/meeting technology, cyber-security and other training as developed.

This program will also be responsible for developing and maintaining a list of staff expertise for access by all employees to be archived on CMAP intranet. Human Resources will also be responsible for developing resource plans for cross training opportunities.

**Products:** New Employee Integration Checklist (August). Identification, development and facilitation of professional development and training (On Going). Develop cross training resource plan August).



**TABLE 12: BUDGET DETAIL, FINANCE AND ADMINISTRATION PROGRAM**

<b>OPERATING</b>	
	<b>TOTAL</b>
<b>PERSONNEL</b>	
Salaries	1,361,600
Retirement	146,500
FICA	76,600
Medicare	19,700
Health	136,400
Dental	9,600
Vision	2,800
Life	55,000
Education Reimbursement	16,250
Other Benefits	50,000
<b>TOTAL</b>	<b>1,874,450</b>
<b>Employee PY</b>	<b>15.5</b>
<b>COMMODITIES</b>	
General Supplies	20,000
Publications	1,000
Software - Small Value	2,000
Equipment - small value	2,500
Furniture - small value	2,500
Office Supplies	16,000
Copy Room Supplies	13,000
<b>TOTAL</b>	<b>57,000</b>
<b>OPERATING EXPENSES</b>	
Workers' Compensation Insurance	25,000
Unemployment Compensation	20,000
Staff Assoc. Membership	4,500
CMAA Assoc. Membership	62,000
Postage/Postal Services	10,000
Storage	8,000
Miscellaneous	5,000
Meeting Expenses	6,100
Recruitment Expenses	10,000
General Insurance	45,000
Legal Services	65,000
Printing Services	500
Bank Service Fees	8,000
Conference Registrations	2,500
Training	97,000



Travel Expenses	5,000
<b>TOTAL</b>	<b>373,600</b>
<b>OCCUPANCY EXPENSES</b>	
Office Maintenance	17,000
Rent	288,000
Telecommunications	10,800
Utilities	11,400
Willis Tower Parking	2,940
<b>TOTAL</b>	<b>330,140</b>
<b>CONTRACTUAL SERVICES</b>	
Audit Services	40,000
Office Equipment Leases	8,000
Professional Services	188,500
Office Equipment Maintenance	35,000
<b>TOTAL</b>	<b>271,500</b>
<b>TOTAL EXPENSES</b>	<b>2,906,690</b>
<b>REVENUE</b>	
General Fund	178,500
<b>TOTAL REVENUE</b>	<b>178,500</b>
<b>Overhead Charged to Programs</b>	<b>2,728,190</b>



# APPENDIX A: LOCAL DUES STRUCTURE

At its meeting on April 13, 2016, the CMAP Board approved the establishment of a local dues structure to reduce the agency's overreliance on the state to match its federal funding. In FY2018 invoiced fees totaled \$887,486 as shown in Table 13. To date, CMAP has collected 99% of the FY 2017 and FY 2018 local dues totaling approximately \$875,000 for each year. It was anticipated that in FY 2019 local dues would be invoiced at \$1,479,528. However, with the successful collection of dues in FY 2017 and FY 2018, and the anticipation of a FY 2019 State budget being passed, dues will be invoiced at the FY 2017 and FY 2018 levels resulting in a credit to CMAP partners of \$592,042. The FY 2019 local dues will provide an additional revenue source to support CMAP and keep the agency operational.

Local dues are proposed to be split evenly between the three types of agencies that support and govern CMAP: Counties, municipalities, and transportation agencies. Each of these agency types would be charged \$300,000 in dues in FY 2019. Total local dues in FY 2019 -- after waivers and reductions for selected municipalities based on size and economic distress -- are anticipated to be \$887,486. Table 13 shows contributions by agency, grouping suburban municipalities together; Table 14 shows contributions by municipality, along with the waivers and reductions.

**TABLE 13: OVERALL DUES STRUCTURE, FY 2018 AND FY 2019**

	FY 2018	FY 2019
Cook	\$134,823	\$134,823
DuPage	\$36,359	\$36,359
Kane	\$27,143	\$27,143
Kendall	\$17,822	\$17,822
Lake	\$31,102	\$31,102
McHenry	\$22,030	\$22,030
Will	\$30,721	\$30,721
<b>County subtotal</b>	<b>\$300,000</b>	<b>\$300,000</b>
City of Chicago	\$101,928	\$101,928
Suburban municipalities	\$185,558	\$185,558
<b>Municipal subtotal</b>	<b>\$287,486</b>	<b>\$287,486</b>
Transit agencies (through RTA)	\$240,000	\$240,000
Tollway	\$60,000	\$60,000
<b>Transportation agency subtotal</b>	<b>\$300,000</b>	<b>\$300,000</b>
<b>Total</b>	<b>\$887,486</b>	<b>\$887,486</b>



**TABLE 14: MUNICIPAL DUES STRUCTURE, FY18 AND FY 2019**

<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Addison	37,297		\$1,396	\$1,396
Algonquin	30,410		\$1,139	\$1,139
Alsip	19,427		\$727	\$727
Antioch	14,411		\$540	\$540
Arlington Heights	76,024		\$2,846	\$2,846
Aurora	200,456		\$7,505	\$7,505
Bannockburn	1,575		\$59	\$59
Barrington	10,373		\$388	\$388
Barrington Hills	4,259		\$159	\$159
Bartlett	41,632		\$1,559	\$1,559
Batavia	26,424		\$989	\$989
Beach Park	13,988		\$524	\$524
Bedford Park	576	waived (size)	\$0	\$0
Beecher	4,461		\$167	\$167
Bellwood	19,152	reduced (economic)	\$359	\$359
Bensenville	18,487		\$692	\$692
Berkeley	5,230		\$196	\$196
Berwyn	56,693		\$2,123	\$2,123
Big Rock	1,160		\$43	\$43
Bloomington	22,299		\$835	\$835
Blue Island	23,785	waived (economic)	\$0	\$0
Bolingbrook	74,180		\$2,777	\$2,777
Braceville	775	waived (size)	\$0	\$0
Braidwood	6,185		\$232	\$232
Bridgeview	16,491		\$617	\$617
Broadview	7,959		\$298	\$298
Brookfield	19,023		\$712	\$712
Buffalo Grove	41,701		\$1,561	\$1,561
Bull Valley	1,107		\$41	\$41
Burbank	29,218		\$1,094	\$1,094
Burlington	636	waived (size)	\$0	\$0
Burnham	4,229	reduced (economic)	\$79	\$79
Burr Ridge	10,761		\$403	\$403
Calumet City	37,213	reduced (economic)	\$697	\$697



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Calumet Park	7,903	reduced (economic)	\$148	\$148
Campton Hills	11,317		\$424	\$424
Carol Stream	40,349		\$1,511	\$1,511
Carpentersville	38,407		\$1,438	\$1,438
Cary	17,991		\$674	\$674
Channahon	12,616		\$472	\$472
Chicago	2,722,389		\$101,928	\$101,928
Chicago Heights	30,436	reduced (economic)	\$570	\$570
Chicago Ridge	14,434		\$540	\$540
Cicero	84,354	reduced (economic)	\$1,579	\$1,579
Clarendon Hills	8,658		\$324	\$324
Coal City	5,521		\$207	\$207
Country Club Hills	16,865		\$631	\$631
Countryside	6,023		\$226	\$226
Crest Hill	20,771		\$778	\$778
Crestwood	11,029		\$413	\$413
Crete	8,227		\$308	\$308
Crystal Lake	40,493		\$1,516	\$1,516
Darien	22,315		\$835	\$835
Deer Park	3,245		\$121	\$121
Deerfield	18,385		\$688	\$68
Des Plaines	58,947		\$2,207	\$2,207
Diamond	2,501		\$94	\$94
Dixmoor	3,622	waived (economic)	\$0	\$0
Dolton	23,307	reduced (economic)	\$436	\$436
Downers Grove	49,715		\$1,861	\$1,861
East Dundee	3,198		\$120	\$120
East Hazel Crest	1,552	waived (economic)	\$0	\$0
Elburn	5,682		\$213	\$213
Elgin	111,117		\$4,160	\$4,160
Elk Grove Village	33,379		\$1,250	\$1,250
Elmhurst	45,751		\$1,713	\$1,713
Elmwood Park	24,954		\$934	\$934
Elwood	2,267		\$85	\$85





<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Evanston	75,658		\$2,833	\$2,833
Evergreen Park	19,935		\$746	\$746
Flossmoor	9,522		\$357	\$357
Ford Heights	2,785	waived (economic)	\$0	\$0
Forest Park	14,196		\$532	\$532
Forest View	697	waived (size)	\$0	\$0
Fox Lake	10,578		\$396	\$396
Fox River Grove	4,704		\$176	\$176
Frankfort	18,446		\$691	\$691
Franklin Park	18,404		\$689	\$689
Geneva	21,742		\$814	\$814
Gilberts	7,556		\$283	\$283
Glen Ellyn	27,763		\$1,039	\$1,039
Glencoe	8,923		\$334	\$334
Glendale Heights	34,530		\$1,293	\$1,293
Glenview	46,767		\$1,751	\$1,751
Glenwood	9,036		\$338	\$338
Godley	670	waived (size)	\$0	\$0
Golf	506	waived (size)	\$0	\$0
Grayslake	21,018		\$787	\$787
Green Oaks	3,854		\$144	\$144
Greenwood	252	waived (size)	\$0	\$0
Gurnee	31,207		\$1,168	\$1,168
Hainesville	3,682		\$138	\$138
Hampshire	5,976		\$224	\$224
Hanover Park	38,476		\$1,441	\$1,441
Harvard	9,230	reduced (economic)	\$173	\$173
Harvey	25,347	waived (economic)	\$0	\$0
Harwood Heights	8,675		\$325	\$325
Hawthorn Woods	7,875		\$295	\$295
Hazel Crest	14,182	reduced (economic)	\$265	\$265
Hebron	1,205		\$45	\$45
Hickory Hills	14,177		\$531	\$531
Highland Park	29,871		\$1,118	\$1,118
Highwood	5,387		\$202	\$202
Hillside	8,195		\$307	\$307



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Hinsdale	17,446		\$653	\$653
Hodgkins	1,881		\$70	\$70
Hoffman Estates	52,347		\$1,960	\$1,960
Holiday Hills	593	waived (size)	\$0	\$0
Homer Glen	24,364		\$912	\$912
Hometown	4,365	reduced (economic)	\$82	\$82
Homewood	19,464		\$729	\$729
Huntley	25,603		\$959	\$959
Indian Creek	546	waived (size)	\$0	\$0
Indian Head Park	3,839		\$144	\$144
Inverness	7,592		\$284	\$284
Island Lake	8,031		\$301	\$301
Itasca	8,800		\$329	\$329
Johnsburg	6,297		\$236	\$236
Joliet	147,928		\$5,539	\$5,539
Justice	13,022	reduced (economic)	\$244	\$244
Kaneville	491	waived (size)	\$0	\$0
Kenilworth	2,562		\$96	\$96
Kildeer	3,958		\$148	\$148
La Grange	15,759		\$590	\$590
La Grange Park	13,665		\$512	\$512
Lake Barrington	4,985		\$187	\$187
Lake Bluff	5,698		\$213	\$213
Lake Forest	19,379		\$726	\$726
Lake in the Hills	28,893		\$1,082	\$1,082
Lake Villa	8,825		\$330	\$330
Lake Zurich	20,054		\$751	\$751
Lakemoor	6,005		\$225	\$225
Lakewood	3,811		\$143	\$143
Lansing	28,522		\$1,068	\$1,068
Lemont	16,661		\$624	\$624
Libertyville	20,512		\$768	\$768
Lily Lake	1,024		\$38	\$38
Lincolnshire	7,292		\$273	\$273
Lincolnwood	12,687		\$475	\$475
Lindenhurst	14,468		\$542	\$542
Lisbon	295	waived (size)	\$0	\$0



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Lisle	22,827		\$855	\$855
Lockport	25,119		\$940	\$940
Lombard	43,893		\$1,643	\$1,643
Long Grove	8,181		\$306	\$306
Lynwood	9,313	reduced (economic)	\$174	\$174
Lyons	10,773		\$403	\$403
Manhattan	7,302		\$273	\$273
Maple Park	1,313		\$49	\$49
Marengo	7,508		\$281	\$281
Markham	12,688	reduced (economic)	\$238	\$238
Matteson	19,156		\$717	\$717
Maywood	24,133	waived (economic)	\$0	\$0
McCook	231	waived (size)	\$0	\$0
McCullom Lake	1,026	waived (economic)	\$0	\$0
McHenry	26,630		\$997	\$997
Melrose Park	25,511		\$955	\$955
Merrionette Park	1,897		\$71	\$71
Mettawa	571	waived (size)	\$0	\$0
Midlothian	14,911		\$558	\$558
Millbrook	347	waived (size)	\$0	\$0
Millington	665	waived (size)	\$0	\$0
Minooka	11,194		\$419	\$419
Mokena	19,447		\$728	\$728
Monee	5,105		\$191	\$191
Montgomery	19,301		\$723	\$723
Morton Grove	23,497		\$880	\$880
Mount Prospect	54,951		\$2,057	\$2,057
Mundelein	31,562		\$1,182	\$1,182
Naperville	146,128		\$5,471	\$5,471
New Lenox	25,426		\$952	\$952
Newark	1,017		\$38	\$38
Niles	30,000		\$1,123	\$1,123
Norridge	14,674		\$549	\$549
North Aurora	17,342		\$649	\$649
North Barrington	3,029		\$113	\$113



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
North Chicago	30,395	waived (economic)	\$0	\$0
North Riverside	6,698		\$251	\$251
Northbrook	33,655		\$1,260	\$1,260
Northfield	5,483		\$205	\$205
Northlake	12,372		\$463	\$463
Oak Brook	8,065		\$302	\$302
Oak Forest	28,174		\$1,055	\$1,055
Oak Lawn	57,034		\$2,135	\$2,135
Oak Park	52,008		\$1,947	\$1,947
Oakbrook Terrace	2,171		\$81	\$81
Oakwood Hills	2,070		\$78	\$78
Old Mill Creek	224	waived (size)	\$0	\$0
Olympia Fields	5,045		\$189	\$189
Orland Hills	7,277		\$272	\$272
Orland Park	58,666		\$2,196	\$2,196
Oswego	33,099		\$1,239	\$1,239
Palatine	69,387		\$2,598	\$2,598
Palos Heights	12,597		\$472	\$472
Palos Hills	17,627		\$660	\$660
Palos Park	4,906		\$184	\$184
Park City	7,440	waived (economic)	\$0	\$0
Park Forest	22,034	reduced (economic)	\$412	\$412
Park Ridge	37,856		\$1,417	\$1,417
Peotone	4,136		\$155	\$155
Phoenix	1,969	waived (economic)	\$0	\$0
Pingree Grove	5,878		\$220	\$220
Plainfield	42,138		\$1,578	\$1,578
Plano	11,175		\$418	\$418
Plattville	251	waived (size)	\$0	\$0
Port Barrington	1,508		\$56	\$56
Posen	6,021	reduced (economic)	\$113	\$113
Prairie Grove	1,876		\$70	\$70
Prospect Heights	16,418		\$615	\$615
Richmond	1,895		\$71	\$71



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Richton Park	13,751	reduced (economic)	\$257	\$257
Ringwood	825		\$31	\$31
River Forest	11,208		\$420	\$420
River Grove	10,271		\$385	\$385
Riverdale	13,604	waived (economic)	\$0	\$0
Riverside	8,881		\$333	\$333
Riverwoods	3,659		\$137	\$137
Robbins	5,480	waived (economic)	\$0	\$0
Rockdale	1,957		\$73	\$73
Rolling Meadows	24,279		\$909	\$909
Romeoville	39,679		\$1,486	\$1,486
Roselle	23,030		\$862	\$862
Rosemont	4,226		\$158	\$158
Round Lake	18,536		\$694	\$694
Round Lake Beach	28,012		\$1,049	\$1,049
Round Lake Heights	2,734		\$102	\$102
Round Lake Park	7,371	reduced (economic)	\$138	\$138
Sandwich	7,410		\$277	\$277
Sauk Village	10,545	waived (economic)	\$0	\$0
Schaumburg	74,896		\$2,804	\$2,804
Schiller Park	11,857		\$444	\$444
Shorewood	16,569		\$620	\$620
Skokie	65,112		\$2,438	\$2,438
Sleepy Hollow	3,340		\$125	\$125
South Barrington	4,822		\$181	\$181
South Chicago Heights	4,157		\$156	\$156
South Elgin	22,226		\$832	832
South Holland	22,144		\$829	\$829
Spring Grove	5,725		\$214	\$214
St. Charles	33,387		\$1,250	\$1250
Steger	9,557	reduced (economic)	\$179	\$179
Stickney	6,818		\$255	\$255
Stone Park	4,957	reduced (economic)	\$93	\$93
Streamwood	40,345		\$1,511	\$1,511
Sugar Grove	9,192		\$344	\$344



<b>Municipality</b>	<b>Population (2014 Census)</b>	<b>Waived or Reduced</b>	<b>FY 2018 Dues</b>	<b>FY 2019 Dues (Unchanged from FY 2018)</b>
Summit	11,447		\$429	\$429
Symerton	89	waived (size)	\$0	\$0
Third Lake	1,194		\$45	\$45
Thornton	2,401		\$90	\$90
Tinley Park	57,280		\$2,145	\$2,145
Tower Lakes	1,264		\$47	\$47
Trout Valley	530	waived (size)	\$0	\$0
Union	562	waived (size)	\$0	\$0
University Park	7,095		\$266	\$266
Vernon Hills	25,911		\$970	\$970
Villa Park	22,038		\$825	\$825
Virgil	336	waived (size)	\$0	\$0
Volo	3,870		\$145	\$145
Wadsworth	3,759		\$141	\$141
Warrenville	13,336		\$499	\$499
Wauconda	13,896		\$520	\$520
Waukegan	88,915		\$3,329	\$3,329
Wayne	2,442		\$91	\$91
West Chicago	27,507		\$1,030	\$1,030
West Dundee	7,391		\$277	\$277
Westchester	16,807		\$629	\$629
Western Springs	13,284		\$497	\$497
Westmont	24,963		\$935	\$935
Wheaton	53,644		\$2,008	\$2,008
Wheeling	38,010		\$1,423	\$1,423
Willow Springs	5,709		\$214	\$214
Willowbrook	8,631		\$323	\$323
Wilmette	27,446		\$1,028	\$1,028
Wilmington	5,712		\$214	\$214
Winfield	9,569		\$358	\$358
Winnetka	12,490		\$468	\$468
Winthrop Harbor	6,730		\$252	\$252
Wonder Lake	3,944		\$148	\$148
Wood Dale	13,945		\$522	\$522
Woodridge	33,378		\$1,250	\$1,250
Woodstock	25,178		\$943	\$943
Worth	10,838		\$406	\$406
Yorkville	18,096		\$678	\$678
Zion	24,264		\$908	\$908



# APPENDIX B: CATEGORY AND LINE ITEM DEFINITIONS

## Personnel Object Codes

**Regular Salaries.** Includes expenditures to all permanent CMAP employees paid on a bi-weekly basis for the entire budget year. Includes both full time and part time employees.

**Medicare – ER Contribution.** Includes all payments made to the IRS by CMAP for the employer share of Medicare taxes related to payroll costs paid.

**FICA – ER Contribution.** Includes all payments made to the IRS by CMAP for the employer share of Federal Insurance Contributions Act (FICA) taxes related to payroll costs paid.

**Retirement – ER Contribution.** Includes all payments made to the Illinois Municipal Retirement System Fund (IMRF) and the State Employee Retirement System Fund (SERS) for the employer share of pension costs. These payments are a percentage of salary costs for all regular employees covered under the pension plan.

**Life Insurance – ER Contribution.** Includes the employer share of life insurance benefits paid for all regular employees.

**Medical/Dental/Vision – ER Contribution.** Includes the employer share of medical, dental and vision insurance benefits paid for all regular employees.

**Other Benefits – ER Contribution.** Includes any other miscellaneous employer paid costs related to employee benefits provided. An example of this type of costs would be administrative fees paid to the financial services company that monitors the International City/County Management Association (ICMA) accounts or the firm that processes the employee flexible spending accounts.

## Commodities Object Codes

Commodities are supplies, materials, and articles which are consumed during their use or are materially altered when used. These items have a unit cost under \$3,000, a limited life, and are not subject to depreciation. Commodities are materials and supplies purchased by CMAP for use by CMAP employees.

**General Supplies.** Includes supplies used in the break room and at various coffee stations throughout the CMAP office. This includes coffee, tea, sugar/sugar substitutes, paper supplies, and cleaning supplies.

**Publications.** Includes the costs of books, subscriptions, journals, newspapers, etc.



**Software – Small Value.** Purchase of computer software that has a unit cost of under \$3,000 in value.

**Equipment – Small Value.** Includes office machines, furnishings and equipment with a unit cost under \$3,000; such as, adding machines, printers, calculators, computers, etc.

**Data Acquisition.** This object code is used for the acquisition of data sets used by CMAP staff in the completion of the work.

**Office Supplies.** Includes supplies and materials necessary for the general operation of the CMAP office; such as, pens, pencils, folders, files, adding machine paper and ribbons. These would be items ordered by the administrative assistance team from the office supply catalogs.

**Copy Room Supplies.** Includes the purchase of paper, toner, ink used in the operations of the copy room and the related copy machines.

## **Professional Services Object Codes**

Contractual services are expenditures for services performed by non-employees which are required by a division or the board in the execution of its assigned function. Contractual services are further broken down into three sections: Professional Services; General Operating; and Rent/Utilities. These are described below in detail.

Professional services are expenditures for services performed by non-employees which are required by CMAP to carry out its function. Included under this category of object codes will be consulting contracts, professional services, audit services, etc.

The Office Equipment Maintenance object code refers to those contractual services which tend to preserve or restore the original value of real or personal property but which do not increase the original value. This includes any parts or materials used by the vendor in the course of the repair or maintenance activity.

**Audit Services.** Includes charges for the performance of the annual CMAP audit.

**Office Equipment Leases.** Includes the rental of office and data processing equipment used in the CMAP offices.

**Software Maintenance/Licenses.** Includes payments for software maintenance and the purchase of licenses for software used by CMAP.

**Fiscal Management Maintenance/Licenses.** Includes payments for the maintenance and licenses related to the use of the fiscal management software used by CMAP.

**Professional Services.** This object code is for contracts with various vendors who provide professional services to CMAP and are located in the CMAP offices.



**Consulting Services.** This object code is for contracts entered into with vendors to provide consulting services to CMAP staff.

**Office Equipment Maintenance.** Includes service charges associated with the repair and maintenance of office equipment and machinery used by CMAP.

**Web-based Software Licenses.** This object code is for the purchase and renewal of licenses of web-based software used by CMAP staff.

## **General Operating Object Codes**

General operating expenses include payments for services provided to CMAP in the normal operations of a business. These include postage, meeting expenses, memberships, conferences, etc. Employee travel reimbursements are also under this category of expenditure including both in-region and out-of-region travel and related training expenses. These object codes are not to be used for the purchase of tangible items. Direct purchases of tangible items are charged to the proper commodity or capital object code.

**Workers' Compensation Insurance.** This object code is for premiums and/or related workers' compensation expenses.

**Unemployment Compensation.** This object code is for premiums and/or claims for the payment of unemployment related costs as billed by the State of Illinois.

**Staff Association Memberships.** Includes payments for dues and memberships to professional organizations by individual CMAP staff members. This is limited to a maximum of \$250 per year at the discretion of the employee's deputy executive director.

**CMAP Association Memberships.** Includes the payment of dues and memberships to professional organizations for the agency; these are not individual memberships.

**Postage/Postal Services.** Includes stamps, stamped envelopes, stamped postal cards, postage meter settings, postal permit deposits, and charges for couriers such as FedEx, UPS, etc.

**Storage.** Includes payment of monthly fees for the use of off-site facilities for the storage of CMAP materials and documents and remote IT servers.

**Moving Expenses.** Includes the payment of fees incurred for the moving of CMAP materials and equipment from one location to another.

**Legal/Bid Notices.** Include costs related to the posting of required legal and/or bid notices.

**Miscellaneous.** This object code will be used for various operating costs incurred that do not meet the definition of any other operating cost object code.

**Meeting Expenses.** This object code will be used for expenses incurred to conduct various meeting held by CMAP.



**Recruitment Expenses.** Includes the costs related to the recruitment of CMAP staff, such as posting of employment ads, job fair costs, etc.

**General Insurance.** This object code is for premiums and/or related liability insurance expenses paid by CMAP.

**Legal Services.** Includes payments to attorneys or law firms for services rendered to CMAP.

**Printing Services.** Includes printing services, microfilm services, photographic services and survey maps prepared by non-employees.

**Bank Service Fees.** This object code is used to record service fees paid related to CMAP's checking accounts and merchant service fees charged by credit card companies for the collection of payments made to CMAP.

**Conference Registrations.** This object code is for the payment of registration fees for attendance at conferences by CMAP staff and board members.

**Training and Education Reimbursement.** Includes payments made to employees for tuition reimbursement or non-credit classes taken at the discretion of their deputy executive director. Related covered expenses such as books and/or fees would also be paid from this object code.

**Travel Expenses.** Includes all expenses related to both in and out of region travel by CMAP staff and board members; such as, hotel, mileage, car rental, per diem, gas, tolls, parking, etc. Amounts requested for reimbursement must be in compliance with the CMAP travel policy.

## **Rent/Office Maintenance Object Codes**

Rent/office maintenance expenses include payment of utility costs, real estate taxes, lease, telephone charges, monthly parking fees related to the leases, and office maintenance provided by the building operations, covering all costs paid by CMAP to occupy the physical office space.

**Office Maintenance.** Includes all office maintenance costs billed to CMAP by the landlord. This would include replacement of light bulbs, repair work completed, employee access cards, office construction/remodeling performed by the landlord, etc.

**Rent.** Includes the monthly rental fee for the office space occupied in the Willis Tower.

**Telecommunications.** Includes all payments made to vendors for telecommunication monthly charges, such as payments made to Verizon, AT&T, etc.

**Utilities.** Includes all payments made to vendors for the various utility costs; such as, electricity, heat, water, etc.



## Capital Object Codes

Capital expenses include payments for the acquisition, replacement or substantial increase in value of assets that are not expendable in first use, with a life expectancy exceeding one year, subject to depreciation and with a unit cost greater than \$3,000. Capital object codes should be charged with any freight or delivery costs incidental to delivering these items to CMAP.





# CMAP

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The Chicago Metropolitan Agency for Planning (CMAP) is our region's official comprehensive planning organization. The agency and its partners are developing ON TO 2050, a new comprehensive regional plan to help the seven counties and 284 communities of northeastern Illinois implement strategies that address transportation, housing, economic development, open space, the environment, and other quality-of-life issues.

See [www.cmap.illinois.gov](http://www.cmap.illinois.gov) for more information.

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